Appendix A: Wage Assessment Tool Audits

NB All tables in Appendix A are derived from wage assessment tools provided by the respective Disability Enterprises and Jenny Pearson and Associates Pty Ltd reports.

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Ability Options Limited

Whether the tool is a derivative or an adaptation of another tool

It is neither.

Ability Options developed its own tool to determine the productivity rates and competency levels of employees, which used the Nurseries Employees (State) Award (Nurseries Employees Award) as a basis for determining competencies and productivity in the sector.

Ability Options outlined that they did consider and incorporate competency aspects of the BSWAT.

The purpose for which the tool is used

Determines an employee’s wage grading based on the employee’s productivity and competency. The grading is then applied to the hourly Pay Scale rate, being the Pay Scale derived from the Nurseries Employees (State) Award (NSW) (Nurseries Pay Scale).

In addition, details of the assessment are used to identify individual training requirements, developing new skills and skills maintenance.

The type of work being assessed

Nursery Hand/Gardening Work.

Whether existing wage and classification structure is integral to the current WAT, or whether the tool determines a pro rata capacity assessment which can easily be applied to any wages and classification

Yes, the wage and classification structure is integral to the WAT as determining the wage involves the results of a Part A and Part B assessment. However, once these assessments are completed, their results are combined to form a percentage of capacity which then is applied to the Nursery Hand rate of the Nurseries Pay Scale – much like a pro rata capacity assessment (i.e. the results of Part A and Part B are added to provide a total score which determines the employees wage grading).

The tool determines a wage grade (the scores of Part A and Part B added together to produce a percentage score), which translates to a proportion of the Nursery Hand classification of the Nurseries Employees Pay Scale.

The Part A assessment process is Productivity in Process Tasks, where the employee’s productivity is measured against their four most frequently performed tasks, e.g. filling pots, packing, spacing or racking up.

Part B is an employee’s performance in Discrete Tasks, where an employee’s performance is measured against all twelve which include:

- Dumping Plants;
- Seconds;
- Blocking Up;
- Forklift;
Appendix A: Wage Assessment Tool Audits

- Sort Seedling Trays;
- Sticky Trap Collection;
- Spreading Biological Agents;
- Plant Cleaning;
- Clipping Back Plants;
- Spraying Chemicals;
- Machine Seeding; and
- Maintenance.

The current source of wage rates under the WAT

Wage rates are derived from the Nursery Hand classification in the Nurseries Pay Scale. However, the actual base wage rate applied is above the minimum LHMU and Special Business Services Pay Scales rates of pay at Grade 1 (see below).

What classifications and levels are used?

The Nursery Hand classification (which is the lowest of six classification levels in the Nurseries Pay Scale).

<table>
<thead>
<tr>
<th>Wage Assessment % Score</th>
<th>Wage Grade</th>
<th>Hourly Rate as at 10/7/07</th>
</tr>
</thead>
<tbody>
<tr>
<td>10%</td>
<td>1</td>
<td>$1.46</td>
</tr>
<tr>
<td>15%</td>
<td>1A</td>
<td>$2.19</td>
</tr>
<tr>
<td>20%</td>
<td>2</td>
<td>$2.92</td>
</tr>
<tr>
<td>25%</td>
<td>2A</td>
<td>$3.65</td>
</tr>
<tr>
<td>30%</td>
<td>3</td>
<td>$4.37</td>
</tr>
<tr>
<td>35%</td>
<td>3A</td>
<td>$5.10</td>
</tr>
<tr>
<td>40%</td>
<td>4</td>
<td>$5.83</td>
</tr>
<tr>
<td>45%</td>
<td>4A</td>
<td>$6.56</td>
</tr>
<tr>
<td>50%</td>
<td>5</td>
<td>$7.29</td>
</tr>
<tr>
<td>55%</td>
<td>5A</td>
<td>$8.02</td>
</tr>
<tr>
<td>60%</td>
<td>6</td>
<td>$8.75</td>
</tr>
<tr>
<td>65%</td>
<td>6A</td>
<td>$9.48</td>
</tr>
<tr>
<td>70%</td>
<td>7</td>
<td>$10.21</td>
</tr>
<tr>
<td>75%</td>
<td>7A</td>
<td>$10.94</td>
</tr>
<tr>
<td>80%</td>
<td>8</td>
<td>$11.66</td>
</tr>
<tr>
<td>85%</td>
<td>8A</td>
<td>$12.39</td>
</tr>
<tr>
<td>90%</td>
<td>9</td>
<td>$13.12</td>
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<tr>
<td>95%</td>
<td>9A</td>
<td>$13.85</td>
</tr>
<tr>
<td>100%</td>
<td>Pay Scale</td>
<td>$14.58*</td>
</tr>
</tbody>
</table>

*This is above the Pay Scale rate of pay.

Has this WAT been incorporated into an agreement?

No.
Whether (and how) the tool measures competency only, productivity only or competency and productivity; analysis could be carried out on different elements of this such as:

- type of core competencies measurement (i.e. what does the tool measure?) and data sources;
- types of task skill measurement and data sources;
- types of productivity measurement (time based, unit based) and data sources (e.g. production data, structured observations, unstructured observations); and
- comparator used (‘ideal’ employee/average employee/supervisor etc).

The tool measures both productivity and competency. All tasks within the nursery are classified as either a Part A Process Task (productivity) or a Part B Discrete Task (competency and quality). The Part A and Part B assessments are each weighted at 50 per cent of the employee's total wage assessment score.

**Part A – Process Tasks**

Process Tasks are repetitive, performed by an individual and measured by output over a given time period (i.e. filling pots, packing, spacing). There are eight Process Tasks and individual employees are assessed against their four most frequently performed Process Tasks to determine their productivity. The employee's percentage of productivity benchmark is multiplied by the percentage of paid time spent on each task.

Part A Process Tasks are weighted at 50 per cent of the total score of an employee's wage assessment. Productivity measurement is time based.

**Part B – Discrete Tasks**

Discrete Tasks are those which are non-repetitive, may involve working in a team and are measured by an assessment against competency and quality criteria. Each Discrete Task has a utilisation weighting, based on the significance of the task to production. For example, spraying chemicals has a 10 per cent weighting. Each task has performance targets based on competency and quality standards, in three ascending levels. Level 1 represents the individual's basic independence at the task while Levels 2 and 3 describe more complex abilities. Part B Discrete Tasks are weighted at 50 per cent of the employees total wage assessment score.

The results from Part A and Part B are totalled which determines the employee's wage grading level, which is then applied against the level of the Nursery Hand classification of the Nurseries Pay Scale.

The comparator used in this tool uses benchmarks that were developed for the Process Tasks based on the performance of a full-award employee, undertaking tasks at the Nursery Hand Level of the Nurseries Pay Scale.

The data sources for productivity measurement include only what assessors observe, but it is not clear if they are recording structured observation, unstructured observations, or a combination of both.
Appendix A: Wage Assessment Tool Audits

Whether the WAT attempts to capture an employee’s entire range of skills and competencies or a selection (and the type of selection)

The WAT captures a selection of the employee’s range of skills based on the employee’s productivity, measured for their four most frequently performed Part A Process Tasks. The average percentage of the employee’s productivity percentage is adjusted by the percentage of the utilisation (i.e. time spent by an employee on each task) to produce the total percentage score for Part A.

The employee’s performance in Discrete Tasks (Part B) is assessed against performance criteria in all twelve of the Discrete Tasks. These tasks are:

- Dumping Plants (10 per cent);
- Seconds (10 per cent);
- Blocking Up (20 per cent);
- Forklift (5 per cent);
- Sort Seedling Trays (10 per cent);
- Sticky Trap Collection (2.5 per cent);
- Spreading Biological Agents (2.5 per cent);
- Plant Cleaning (15 per cent);
- Clipping Back Plants (5 per cent);
- Spraying Chemicals (10 per cent);
- Machine Seeding (5 per cent); and
- Maintenance (10 per cent).

The employee’s total score for each Part B Discrete Task is divided by the maximum possible score for that task and then multiplied by the task utilisation weighting to produce the percentage score for Part B.

The scores for Part A and Part B are totalled to produce a percentage score which is then translated to a Wage Grade, which is applied against the Nurseries Pay Scale.

Number of ratings used across each measurement (e.g. three levels for competencies [average, above average, below average])

Percentage of benchmark productivity rate is the measure used in Part A Process Tasks. Each of the Process Tasks has a benchmark output which has been determined based on the performance that has been demonstrated to be reliably achieved by employees earning full Pay Scale rates of pay.

For Part B Discrete Tasks, there are three ascending levels for competencies. Level 1 is the lowest level reflecting basic independence at the task and Levels 2 and 3 describe more complex abilities. Two of the Discrete Tasks have only Level 1 as the performance criteria and the Discrete Task of Maintenance has seven levels. The remaining nine Discrete Tasks all have Levels 1, 2 and 3.

Each Discrete Task has performance targets based on competency and quality standards and employees can score 1 point for every level that is achieved, i.e. employees can score up to 3 points for those tasks with 3 levels and 7 points for the Maintenance task.
Is training/supervision measured separately?

No, this appears to be incidental in the wage assessment and staff appraisal process. The wage assessment details are used as supporting documentation in staff appraisal and identifies where individual training is required.

Is behaviour management measured separately?

No, not for wage assessment purposes.

Assessment types:

Method of measurement used by the tool (point in time assessment/on-going/combination)

This WAT uses a combination of point in time and ongoing assessment. The tool allows for an annual wage assessment for both Part A and Part B. Part A uses six observations of productivity for each of four Process Tasks. Part B is assessed against the performance levels by referring to daily employee records maintained over the whole year.

Party conducting assessment (internal/external/individual/multiple individuals involved/productivity data only)

Assessments are conducted by trainers from Working Options, a division of Ability Options Ltd which is administratively separate from the Colour Options Nursery. Specific information regarding the number of individuals conducting the assessment is not available.

Weightings attached to productivity versus competency/task assessments. If fixed, state ratios. If variable, state that no fixed weighting

Part A and Part B of the wage assessment have fixed weighted ratios of 50 per cent each.

Mathematical formula used by WAT

**PART A**
- Four Process Tasks most frequently performed selected
- Six Observations of Productivity conducted in each of the four tasks
- Average percentage of the productivity benchmark achieved is multiplied by the percentage of paid time spent on each task
- Percentages for each task are added to produce score

**PART B**
- Performance assessed against all 12 Discrete Tasks
- Assessment based on Daily Employee Records for the Year
- 1 point scored for each Level achieved in each task
- Percentage of maximum possible score calculated
- Score for each task is multiplied using utilisation weighting
- Add all scores
Appendix A: Wage Assessment Tool Audits

- \((\text{Part A} + \text{Part B}) / 2 = \text{Total Percentage Score}\)
- \(\text{Part A and Part B both weighted at 50 per cent}\)
- \(\text{Total Score Rounded to nearest 5 per cent}\)
- \(\text{Total Score is Translated to Wage Grade}\)

NB The score is rounded to the nearest 5 per cent for the translation to a wage grade.

**What percentage of an employee's wage is determined by scores in:**

(a) **Task competency**: 50 per cent.
(b) **Work skills**: Work skills are accounted for in task competency.
(c) **Productivity**: 50 per cent.
(d) **Behaviour**: The tool does not account for behaviour.
(e) **Supervision**: Supervision is accounted for in task competency.

**Does increase in productivity result in higher wage outcome?**

Yes, as the WAT is mainly based on observable measures of productivity and task performance, employees who demonstrate higher levels of productivity and competency will obtain a higher wage grade.

**Anti-regression provision**

No. The WAT and Jenny Pearson reports do not specifically rule out decreasing capacity assessment, therefore it is not clear whether annual assessments could result in a lower score being recorded, and a decrease in wages for the employee.

**Minimum hourly/weekly payment**

The minimum hourly rate is $1.46 (Wage Grade 1).

**Capping of wages. Is the maximum rate of pay capped/fixed?**

As at 10 July 2007, the maximum rate of pay (i.e. 100 per cent of the Pay Scale rate being the Nursery Hand level of the Nurseries Pay Scale), was $14.58. The wage structure is based on this figure, which Ability Options notes is higher than the rate for a Nursery Hand in the Nurseries Pay Scale.

**Commencement rate of pay. What is the minimum and maximum period between commencement and first wage assessment?**

There is no information regarding new employees and procedures associated with determining an initial rate of pay and when the first wage assessment will be conducted.

**Is there a trial period? Or a training period? Are there set wages for this period of time? Is training specifically provided once employment has commenced and prior to assessment?**

There is training, although it is unclear whether different wage arrangements during training apply, and how long any training period would be. Employees have an annual appraisal and the wage assessment information is used in identifying training needs.
Are there any attempts to estimate capacity (productivity or competency) of an employee on commencement and prior to full assessment? Similarly are there any attempts to determine if training is needed?

This information is not available, other than supporting documentation in the staff appraisal process identifies an employee's training needs, but when and if this occurs on commencement of employment is not identified.

Provision of back pay available after initial assessment completed

This information is not available.

Can an advocate assist an employee in disputing/appealing a wage outcome? Is the process of disputing/appealing wage outcomes clear? Avenues of external appeal

It is not clear whether an advocate can assist an employee. However, a complaints procedure is provided to employees in the event they wish to commence a process for dispute at the local level and if unresolved, proceed to senior management and then the board of management.

What is the period of time between initial assessment or wage review and corresponding pay increase? (e.g. immediate, next pay period, following financial year)

This information is not available.

Other differentiating factors

There is no quality assurance audit data available (unlike other WATs submitted to Jenny Pearson – as the WAT has been implemented for less than 12 months at the time of the 2007 analysis and report).

The qualifications/expertise or training of the party conducting the assessment

Annual wage assessments and productivity assessments are conducted by trainers from Working Options who have a Certificate IV qualification in Workplace Training and Assessment.

Is the maximum rate of pay lower than the applicable Pay Scale rate?

No. The current wage structure is based on an hourly rate of $14.58 per hour, which is higher than the Nurseries Pay Scale rate which, at 2007, was $14.29.
Appendix A: Wage Assessment Tool Audits

Bedford Employee Wage Tool

Whether the tool is a derivative or an adaptation of another tool

The Bedford Employee Wage Tool (BEWT) is neither an adaptation of another tool, nor derivative of another tool.

The purpose for which the tool is used

The BEWT involves the assessment of generic work competencies, specific work/job skills competencies and productivity. Employees’ tasks are classified at one of five levels depending on the complexity, judgement and initiative needed.

The type of work being assessed

- Grounds maintenance (sweeping/ raking)
- Cleaning
- Machine operation

Whether existing wage and classification structure is integral to the current WAT, or whether the tool determines a pro rata capacity assessment which can easily be applied to any wages and classification

The tool determines a pro rata capacity assessment which is then used to determine the percentage of Pay Scale rates of pay derived from the relevant award. The scores for each of the three wage assessment components are multiplied to produce a percentage of the Pay Scale rate derived from the relevant awards.

Set percentage ranges apply to each of the five levels to which employees’ jobs are classified, according to the complexity of the job. An employee can only receive a wage rate within the range specified for their job level.

Has the WAT been incorporated into an agreement?

The Bedford Industries Employee Enterprise Agreement was certified in 2003. Jenny Pearson’s report dated 17 March 2006 documents that negotiations at the time were taking place for the next Enterprise Agreement to be lodged in early 2006. This new agreement is said to contain revisions to the wage percentage levels.

The current source of wage rates under the WAT

This information is not available.

What classifications and levels are used?

A maximum and minimum percentage amount is set for each of the five job levels based on the relative work value of each level. Under the specified Enterprise Agreement, these percentages are as follows:

- EC (commencement level): 10 per cent of the Pay Scale derived from the Pay Scale derived from the relevant award;
- Level 1 (single step tasks or skills): 12.5–15 per cent of the Pay Scale derived from the relevant award;
• Level 2 (simple routine tasks/skills): 13.5–25 per cent of the Pay Scale derived from the relevant award;

• Level 3 (tasks involving some precision): 15–30 per cent of the Pay Scale derived from the relevant award;

• Level 4 (more complex tasks, some judgment needed): 17.5–40 per cent of the Pay Scale derived from the relevant award; and

• Level 5 (tasks with judgment and initiative): 25–100 per cent of the Pay Scale derived from the relevant award.

Note that negotiations for a subsequent enterprise agreement to be lodged in early 2006 increased the maximum percentages payable for the five levels to 20 per cent for Level 1, 30 per cent for Level 2, 50 per cent for Level 3 and 75 per cent for Level 4.

The agreement specifies that wage rates are subject to National or State wage decisions and in the event that there is no such wage increase in any year, a 4 per cent increase will apply by default.

NB The WAT also provides for the payment of supplementary wages where an employee undertakes any higher level task for more than 20 per cent of his/her time.

**Whether (and how) the tool measures competency only and/or productivity:**

• type of core competencies measurement (i.e. what does the tool measure?) and data sources;

• types of task skill measurement and data sources;

• types of productivity measurement (time based, unit based) and data sources (e.g. production data, structured observations, unstructured observations); and

• comparator used (‘ideal’ employee/average employee/supervisor etc).

The BEWT has three assessment components:

• generic competencies;

• work skills (job/task skill specific competencies); and

• productivity.

**Generic Competencies**

Four items are assessed:

• safety;

• communication;

• support needs; and

• work habits.

(All of which are drawn from national competencies).

Employees are scored for each of these items using the following scale:

• Competent/No Support or Assistance: 25 points;

• Not Yet Competent (Occasional Support/ Prompts Needed): 10 points;
Appendix A: Wage Assessment Tool Audits

- Not Yet Competent (Frequent Support. Prompts Needed): 5 points;
- Continual Support/ Prompts/ Reminders Needed: 0 points.

This results in a total score out of 100 for Generic Competencies.

**Work Skills**

Each employment position has a set of competencies which are consistent with the relevant National Competencies.

For example, the Work Skills for Level 1 in the Machine Shop work area are:
- Tailing Out on Machinery
- General Housekeeping
- Platform Ladder

A percentage score is calculated for Work Skills based on the proportion of job tasks in which the employee is competent.

NB The employee is considered competent in a task if they are able to complete the task well with no support or only occasional support.

**Productivity**

Depending on the job task, productivity may be assessed over more than one trial. Productivity is measured for a sample of the tasks that the employee undertakes most of the time i.e. the tasks that the employee is most used to doing.

**Comparator**

Productivity is measured by comparison against an able-bodied rate or, in some situations, against an industry standard.

The assessors then determine the employee's level of competence for each of the Generic Competencies, Work Skills associated with the employee's job level (set out below) and productivity. The results of which are discussed at a Review Meeting.

**Job Levels**

A minimum and maximum percentage amount is set for each of the five job levels based on the relative work value for each level and are as follows:
- EC (Commencement Level paid to employees at commencement): 10 per cent;
- Level 1 (Single step tasks or skills): 12.5–15 per cent;
- Level 2 (Simple routine tasks/skills): 13.5–25 per cent;
- Level 3 (Tasks involving some precision): 15–30 per cent;
- Level 4 (More complex tasks, some judgement needed): 17.5–40 per cent; and
- Level 5 (Tasks with judgement and initiative): 25–100 per cent.
There is an overlap between the wage levels for each level. This means that an employee performing well in lower-skilled job tasks can achieve a higher wage level than an employee not performing quite as well in a higher-skilled job.

**Whether the WAT attempts to capture an employee's entire range of skills and competencies or a selection (and the type of selection)**

The WAT captures a selection of an employee's entire range of skills and competencies as each assessment component identifies individual assessment items.

**Number of ratings used across each measurement (e.g. three levels for competencies [average, above average, below average])**

Ratings used when assessing an employee’s Generic Competencies are:

- Competent/ No Support or Assistance: 25 points
- Not Yet Competent (Occasional Support/ Prompts Needed): 10 points
- Not Yet Competent (Frequent Support. Prompts Needed): 5 points
- Continual Support/ Prompts/ Reminders needed: 0 points.

This rating scale was to be revised under a new enterprise agreement in 2006 and it was expected that this would result in increased points for employees who fit between the ratings listed above.

**Is training/supervision measured separately?**

No. Training and Supervision is incorporated into the wage assessment process.

NB ‘Support’ is defined (for the purposes of this WAT), as any assistance, direction, prompting or guidance, additional to that which would be reasonably expected to be provided to an employee with disability so that they may undertake work tasks.

**Is behaviour management measured separately?**

No. Behaviour management is accounted for in the wage assessment process and is accounted for under General Competencies.

**Assessment types:**

**Method of measurement used by the tool (point in time assessment/on-going/ combination)**

Wage assessments occur every six months, although for long-standing employees, the review period may be extended to 12 months.

Employees can request a wage review at any time and an unscheduled review may be arranged, particularly in situations where an employee transitions to a higher level job or changes work departments.
Party conducting assessment (internal/external/individual/multiple individuals involved/ productivity data only)

Internal assessors are used. Two personnel conduct each wage assessment, one of whom is qualified in Certificate IV Workplace Training and Assessment. Other Human Resource personnel also review the wage assessment results.

**Weightings attached to productivity versus competency/task assessments. If fixed, state ratios. If variable, state that no fixed weighting**

General Competencies, Work Skills and Productivity are the three main components in this assessment tool with equal weightings.

**Mathematical formula used by WAT**

The wage calculation used in this WAT is:

\[
\text{General Competencies Score} \times \text{Work Skills Score} \times \text{Productivity Rate} = \% \text{ of Award Pay Scale Wage (within parameters set for Job Level*).}
\]

Provision for Supplementary Wages for higher job level duties.

**Scoring of Generic Competencies**

Each of the four generic competencies (Safety, Communication, Support Needs and Work Habits) is allocated points based on the following scale:

- Competent/ No Support or Assistance: 25 points;
- Not Yet Competent (Occasional Support/ Prompts Needed): 10 points;
- Not Yet Competent (Frequent Support. Prompts Needed): 5 points; and
- Continual Support/ Prompts/ Reminders needed: 0 points.

The scores are added to produce a point score out of 100 for generic competencies.

**Scoring of work (job-specific) skills**

A point score out of 100 is allocated based on the proportion of job skills that the employee is competent in at their job level. For example, if there are ten jobs and the employee is competent in eight of these, their point score would be 80 per cent.

**Productivity score**

This score is out of 100 based on the employee's productivity output compared against an able-bodied rate or industry standard for the jobs they are undertaking. For example, if an employee produced 40 units in one hour and the able-bodied rate is 80 units in one hour, the employee's productivity score would be 50 per cent.

**Calculating the employee's score**

An employee's total score is calculated by multiplying the three score components.

\[
\text{General Competencies Score} \times \text{Work Skills Score} \times \text{Productivity Rate} = \text{Total Score}
\]
For example, an employee who achieved a Generic Competencies Score of 60 per cent, a Work Skills Score of 70 per cent and a Productivity Score of 40 per cent would have a total score as follows:

\[ 60\% \times 70\% \times 40\% = 16.8\% \]

**Translation of the total score to a wage grade**

The Total Score percentage is checked against the minimum and maximum parameters for the employee's job level.

In the example, 16.8 per cent falls into Level 3 (Wage Grade F) and the employee will receive a minimum of $2.07 per hour or 15 per cent of the Pay Scale derived from the relevant award, whichever is the higher.

**What percentage of an employee's wage is determined by scores in:**

(a) Task competency: 33.3 per cent.
(b) Work skills: 33.3 per cent.
(c) Productivity: 33.3 per cent.
(d) Behaviour.
(e) Supervision.

The BEWT has three main components:

- Generic Competencies
- Work Skills
- Productivity

Behaviour and Supervision are accounted for in General Competencies.

**Does increase in productivity result in higher wage outcome?**

An increase in productivity will assist employees to achieve a higher wage outcome, however an employee's Work Skills score and General Competencies score are also considered.

**Anti-regression provision**

Yes. A Bedford employee's wage will not be decreased in the event their work skills decline or they move to a lower level job.

**Minimum hourly/weekly payment**

The minimum hourly payment is the Entry (EC) Level, which is 10 per cent of the applicable Pay Scale rate of pay.

**Capping of wages. Is the maximum rate of pay capped/fixed?**

No. The maximum rate of pay is not capped and employees are able to earn over 100 per cent of the applicable Pay Scale rate.
Commencement rate of pay. What is the minimum and maximum period between commencement and first wage assessment?

New employees receive the EC level of pay (i.e. 10 per cent of the Pay Scale rate), during the probationary period which is usually one month. Their pay can then increase to a subsequent level once a formal wage assessment is completed. Reviews are conducted at one month, three months, six months and 12 months in the first year of employment.

Is there a trial period? Or a training period? Are there set wages for this period of time? Is training specifically provided once employment has commenced and prior to assessment?

The wage assessment is linked to training through the Training and Performance Review process of which the wage assessment is a vital part. Training and employment goals are set as part of this review.

Bedford employees are also provided with the opportunity to access training programs.

The trainee rate of pay is Level 1 (i.e. 15 per cent of the Pay Scale rate).

Are there any attempts to estimate capacity (productivity or competency) of an employee on commencement and prior to full assessment? Similarly are there any attempts to determine if training is needed?

This information is not available.

Provision of back pay available after initial assessment completed

This information is not available.

Can an advocate assist an employee in disputing/appealing a wage outcome? Is the process of disputing/appealing wage outcomes clear? Avenues of external appeal

An employee can appeal a wage assessment outcome through the Grievance and Complaints Procedure. Employee's disputing a wage outcome can be assisted by an advocate at the Review Meeting.

What is the period of time between initial assessment or wage review and corresponding wage increase? (e.g. immediate, next pay period, following financial year)

This information is not available.

Other differentiating factors

N/A.

The qualifications/expertise or training of the party conducting the assessment

At least one assessor involved in the wage assessment must have a Certificate IV Workplace Training and Assessment.
Is the maximum rate of pay lower than the applicable Pay Scale rate?

No. The wage structure of the BEWT enables employees to progress to higher wage grades and earn over 100 per cent of the applicable Pay Scale rate.
Blue Mountains Disability Services

Whether the tool is a derivative or an adaptation of another tool

The tool is a prototype of the SkillsMaster WAT; however, the SkillsMaster WAT has subsequently undergone further development and change.

The purpose for which the tool is used

This WAT is a hybrid tool which is mainly competency based but also includes productivity assessment. The WAT is designed to remunerate employees based on the acquisition and use of competencies (or skills) and attainment of specified levels of productivity.

The type of work being assessed

The type of work assessed includes woodwork, metal work, grounds maintenance, landscaping and clerical work.

Whether existing wage and classification structure is integral to the current WAT, or whether the tool simply determines a pro rata capacity assessment which can easily be applied to any wages and classification.

Has the WAT been incorporated into an agreement?

The Eloura Supported Employees Workplace Agreement 2002.

The current source of wage rates under the WAT

The tool assesses employees to determine a pro rata wage rate based on the LHMU Pay Scale. The WAT is derived from the Eloura Supported Employees Workplace Agreement 2002, which incorporates a pro rata wage rate derived from Grades 1 and 2 of the LHMU Pay Scale.

What classifications and levels are used?

Grade 1 and 2 of the LHMU Pay Scale.

The minimum wage rates contained in the following table are derived from the Supported Employees Workplace Agreement 2002 at that point in time, and refer to the wage rages for a week comprising 38 hours' work.
Skill level 1 of the wage structure is Training and Support Introductory Level, High Support Needs and has two Bands:

- Entry (5 per cent of the LHMU Pay Scale Wage, Grade 1); and
- Competent (7 per cent the LHMU Pay Scale Wage, Grade 2).

Skill Levels 2 to 7 each have three Productivity Bands:

- Entry
- Competent
- Advanced

Each of these bands is linked to increasing levels of the LHMU Pay Scale (Grade 2). For example at Skill Level 2:

- Entry Band equates to 7 per cent of the LHMU Pay Scale (Grade 2)
- Competent Band equates to 9.5 per cent of the LHMU Pay Scale (Grade 2)
- Advanced Band equates to 12 per cent of the LHMU Pay Scale (Grade 2).

These bands are determined by productivity results in the Task Skills component of the wage assessment and by percentage of competencies in which the employee is compliant in the Work Associated Competencies component of the wage assessment.

The maximum level of the LHMU Pay Scale which can be achieved under this wage structure is 45 per cent at the Advanced Band of Skills Level 7.

The Workplace Agreement states that the Blue Mountains wage system is the first stage of a three-step wages continuum towards open and/or self employment, with the second and third stages being Supported Wages (working with a host employer) and Pay Scale

<table>
<thead>
<tr>
<th>Skill Level</th>
<th>Productivity Band</th>
<th>LHMU Pay Scale Grade 2</th>
<th>Agreement Weekly Rate</th>
<th>Agreement Hourly Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level 7</td>
<td>Advanced</td>
<td>45.0%</td>
<td>$225.50</td>
<td>$5.93</td>
</tr>
<tr>
<td></td>
<td>Competent</td>
<td>42.5%</td>
<td>$212.97</td>
<td>$5.60</td>
</tr>
<tr>
<td></td>
<td>Entry</td>
<td>40.0%</td>
<td>$200.44</td>
<td>$5.27</td>
</tr>
<tr>
<td>Level 6</td>
<td>Advanced</td>
<td>36.0%</td>
<td>$180.40</td>
<td>$4.75</td>
</tr>
<tr>
<td></td>
<td>Competent</td>
<td>33.0%</td>
<td>$165.36</td>
<td>$4.35</td>
</tr>
<tr>
<td></td>
<td>Entry</td>
<td>30.0%</td>
<td>$150.33</td>
<td>$3.96</td>
</tr>
<tr>
<td>Level 5</td>
<td>Advanced</td>
<td>30.0%</td>
<td>$150.33</td>
<td>$3.96</td>
</tr>
<tr>
<td></td>
<td>Competent</td>
<td>27.0%</td>
<td>$135.30</td>
<td>$3.56</td>
</tr>
<tr>
<td></td>
<td>Entry</td>
<td>24.0%</td>
<td>$120.26</td>
<td>$3.18</td>
</tr>
<tr>
<td>Level 4</td>
<td>Advanced</td>
<td>24.0%</td>
<td>$120.26</td>
<td>$3.16</td>
</tr>
<tr>
<td></td>
<td>Competent</td>
<td>21.0%</td>
<td>$105.23</td>
<td>$2.77</td>
</tr>
<tr>
<td></td>
<td>Entry</td>
<td>18.0%</td>
<td>$90.20</td>
<td>$2.37</td>
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<td>Level 3</td>
<td>Advanced</td>
<td>18.0%</td>
<td>$90.20</td>
<td>$2.37</td>
</tr>
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<td></td>
<td>Competent</td>
<td>15.0%</td>
<td>$75.17</td>
<td>$1.98</td>
</tr>
<tr>
<td></td>
<td>Entry</td>
<td>12.0%</td>
<td>$60.13</td>
<td>$1.58</td>
</tr>
<tr>
<td>Level 2</td>
<td>Advanced</td>
<td>12.0%</td>
<td>$60.13</td>
<td>$1.58</td>
</tr>
<tr>
<td></td>
<td>Competent</td>
<td>9.5%</td>
<td>$47.60</td>
<td>$1.25</td>
</tr>
<tr>
<td></td>
<td>Entry</td>
<td>7.0%</td>
<td>$35.08</td>
<td>$0.92</td>
</tr>
<tr>
<td>Training and Support Introductory Level, High Support Needs</td>
<td>Competent</td>
<td>7.0%</td>
<td>$33.91</td>
<td>$0.89</td>
</tr>
<tr>
<td></td>
<td>Entry</td>
<td>5.0%</td>
<td>$24.22</td>
<td>$0.64</td>
</tr>
</tbody>
</table>
Wages (open and/or self employment). Accordingly, in order to access wage levels above 45 per cent of the Pay Scale, the employee needs to progress to working with a host employer and having wage assessments under the SWS. They would then move on to open employment or self employment to receive full Pay Scale wages.

**Whether (and how) the tool measures competency only and/or productivity:**
- type of core competencies measurement (i.e. what does the tool measure?) and data sources;
- types of task skill measurement and data sources;
- types of productivity measurement (time based, unit based) and data sources (e.g. production data, structured observations, unstructured observations); and
- comparator used (‘ideal’ employee/average employee/supervisor etc).

There are three specific areas of work performance that are assessed in this WAT:
- Task skills (Core Task Skills and Specific Task Skills);
- Work Associated Competencies; and
- Productivity.

**Task skills**

Core Task Skills are general skills that all employees working at particular levels must attain. Specific Task Skills are specific skills that are directly related to tasks in order for an employee to complete the job.

**Work Associated Competencies**

These are general vocational skills that an employee must maintain, which include punctuality, working consistently and team work. The Work Associated Competencies vary, e.g. those for Level 7 are much more advanced than those for Level 1. The requirement for work associated competencies is a determining factor of a supported employee’s wages.

The band/category for Work Associated Competencies is determined by the proportion of Work Associated Competencies that the employee achieves in the Skill level as follows:
- Entry: less than 75 per cent of competencies achieved;
- Competent: 75 per cent to less than 100 per cent of competencies achieved; and
- Advanced: 100 per cent of competencies achieved.

**Productivity**

Productivity is measured against levels of outputs generated by peers undertaking similar or the same tasks. The Blue Mountains 100 per cent production rate is based on 70 per cent of an open employment productivity rate. For example, if the industry benchmark for a particular task is 100 units per hour, the 100 per cent productivity rate for a Blue Mountain employee is 70 units per hour, and an employee who is able to achieve this is assessed to have a 100 per cent productivity rate.

The Productivity Band (i.e. Entry, Competent, or Advanced) within the Skill Level is determined by the worker’s productivity rate and is categorised as follows:
Appendix A: Wage Assessment Tool Audits

- Entry: 0–50 per cent productivity rate
- Competent: 60–79 per cent productivity rate
- Advanced: 80–100 per cent productivity rate

Data sources

Evidence collected for an employee’s skills assessment is gathered from measurable aspects of performance and these include:

- Measurements of products made or services delivered;
- Observations of processes carried out;
- Measurement of knowledge and understanding; and
- Observation of attitudes demonstrated.

The evidence obtained can be:

- Direct: an observation of the actual performance of an employee undertaking regular work tasks;
- Indirect or alternative evidence: of a performance (e.g. special projects simulation and proficiency tests), is used in situations where an employee undertaking regular work tasks is not possible, nor desirable; or
- Supplementary evidence: of a performance may be required to ensure an employee is competent in various environments, unusual circumstances or in situations that only occur rarely and are difficult to simulate.

A combination of direct, indirect and supplementary forms of evidence will be used when assessing an employee.

Comparator

Employees are expected to produce 70 per cent of what is expected in Open Employment (usually provided by customers and then confirmed by peers) or a peer rate (determined using the rate of a peer worker who undertakes work of a similar nature).

Whether the WAT attempts to capture an employee’s entire range of skills and competencies or a selection (and the type of selection)

This WAT captures a selection of an employee’s skills and competencies, as the Workplace Agreement has established a skills matrix. There are seven skills levels, each of which has defined Work Associated Competencies, Task Core Skill and Specific Task Skills.

Number of ratings used across each measurement (e.g. three levels for competencies [average, above average, below average])

The task analysis forms are dual purpose and are used for wage assessments and training purposes. Assessors use two rating scales:

- Fully Independent; or
- Failed to complete.
Training Code:
0 = No assistance/fully independent
1 = Indirect verbal prompt/instruction
2 = Direct verbal prompt/instruction
3 = Prompt by gesture
4 = Modelling prompt
5 = Physical prompt

The outcome of completing a Task Analysis form is an overall rating of:
• Competent
• Not Yet competent (further training needed)
• Further evidence (discussion and reassessment)

Is training/supervision measured separately?
Training and supervision is not measured separately, but considered in the assessment process under work associated competencies.

Is behaviour management measured separately?
Behaviour management is not measured separately and is considered in the assessment process under work associated competencies.

Assessment types:
Method of measurement used by the tool (point in time assessment/on-going/combination)

A combination of point in time assessments and on-going assessments are used in this wage assessment tool, with assessments occurring on a three year cycle. The Skills Matrix is used on an on-going basis for training and monitoring purposes, and wage assessments are conducted at least once every three years.

Party conducting assessment (internal/external/individual/multiple individuals involved/productivity data only)

Internal staff conducts assessments.

Weightings attached to productivity versus competency/task assessments. If fixed, state ratios. If variable, state that no fixed weighting

Productivity, work associated competencies and skills are all considered in this WAT.

Mathematical formula used by WAT

The Skill Level determined is the lower of the two levels determined by the Specific Job Task Skills and Work Associated Competency assessments.

Skill Level 1 of the wage structure is Training and support Introductory Level, High Support Needs and has two bands:
Appendix A: Wage Assessment Tool Audits

- Entry (5 per cent of the LHMU Pay Scale Wage, Grade 1); and
- Competent (7 per cent of the LHMU Pay Scale Wage, Grade 2).

Skills Levels 2 to 7 each has three Productivity Bands:
- Entry
- Competent
- Advanced

Each of these bands is linked to increasing levels of the LHMU Pay Scale (Grade 2). The maximum level of the Pay Scale which can be achieved under this wage structure is 45 per cent at the Advanced Productivity Band at Skills Level 7.

In order to progress to the next wage level, the employee must have:
- achieved all of the Core Task Skills for the preceding levels; and
- achieved Advanced level for all of the Specific Task Skills of the preceding levels; and
- achieved Advanced level for all the Work Associated Competencies for the preceding levels.

What percentage of an employee’s wage is determined by scores in:
(a) Task competency;
(b) Work skills;
(c) Productivity;
(d) Behaviour; and
(e) Supervision.

Behaviour management and supervision are accounted for in work associated competencies and the three areas assessed in this WAT are:
- Productivity;
- Task Skills; and
- Work associated competencies.

Does increase in productivity result in higher wage outcome?

Productivity considered in isolation will not result in a higher wage outcome. In order for employees to progress to the next wage level, employees must have:
- achieved all of the Core Task Skills for the preceding levels; and
- achieved Advanced level for all of the Specific Task Skills of the preceding levels (i.e. the employee must be fully independent in all steps of the task and have at least 80 per cent productivity rate); and
- achieved Advanced level for all the Work Associated Competencies for the preceding levels (i.e. the worker must have been assessed as complying with all of the Work Associated Competencies for the preceding levels.

NB The progression of an employee is not only dependent on their capability of the employee, but also the needs of the organisation to fill a position at a higher level.
**Anti-regression provision**

In the event that an assessment outcome indicates a loss of skills, productivity or work associated competencies, a regression plan will be put into place. A twelve month period of monitoring and training will be implemented to provide employees with the opportunity to regain lost skills and/or competencies. During this twelve month period, there will be no reduction in pay, however beyond twelve months will result in a reduction in pay. An employee's new rate of pay will be determined at a more appropriate and lower skill level.

**Minimum hourly/weekly payment**

The minimum hourly payment is 5 per cent of the LHMU Pay Scale.

**Capping of wages. Is the maximum rate of pay capped/fixed?**

The Blue Mountains Disability Services WAT states the maximum level of the LHMU Pay Scale which can be achieved under this wage structure is 45 per cent at the Advanced Band of Skills Level 7. An employee who is able to demonstrate skill and competency to progress beyond Level 7, they are assessed under the SWS.

**Commencement rate of pay. What is the minimum and maximum period between commencement and first wage assessment?**

Employees will begin at entry level, Skill Level 1 of the wage structure which is Training and Support. This has two bands:

- Entry (5 per cent of the Award Wage, Grade 1); and
- Competent (7 per cent of the Award Wage, Grade 2).

New employees must be assessed within six months of employment.

**Is there a trial period? Or a training period? Are there set wages for this period of time? Is training specifically provided once employment has commenced and prior to assessment?**

As discussed in Jenny Pearson’s report, there is a work experience/ trial period, where employees begin at Level 1 (entry level) and are remunerated accordingly.

The Workplace Agreement outlines training as a feature of skills development and where it is determined by Blue Mountains that training is required, it will be arranged and included as part of an employee’s normal working hours.

Training is specifically provided once employment has commenced and prior to assessment all employees will undertake training in the following:

- Mission, Policies and Procedures
- Organisational Structure
- Conditions of Employment
- Rights and Responsibilities

An employee who is responsible for the work of other employees. Such an employee will hold a trades certificate or equivalent qualification experienced and skill level and have completed formal training in personnel supervision. Employees graded at this level may be expected to: organise, motivate and control subordinate staff; understand and apply quality control techniques; exercise good interpersonal and communication skills; and be capable of operating all equipment used by subordinates.
Appendix A: Wage Assessment Tool Audits

- Site Orientation and Introduction to Supervisors and co-workers
- OH&S Policy/ Plan/ Procedures and Safety Rules/ Committee
- Rights and Responsibilities
- Site and Hazard Orientation

**Are there any attempts to estimate capacity (productivity or competency) of an employee on commencement and prior to full assessment? Similarly are there any attempts to determine if training is needed?**

Prior to the assessment being conducted each employee will be placed onto a transitional level pending the outcome of the assessment. An employee’s transitional level will be established by taking into account the employee's current skills and wage, against the skills and wage levels contained in the agreement.

**Provision of back pay available after initial assessment completed**

This information is not available.

**Can an advocate assist an employee in disputing/appealing a wage outcome?**

Is the process of disputing/appealing wage outcomes clear? Avenues of external appeal

Yes an advocate is able to assist employees to appeal a decision of the Workplace Assessor regarding the assessment or assessment process in accordance with Clause 7.1 Avoidance of Disputes Procedure.

**What is the period of time between initial assessment or wage review and corresponding pay increase? (e.g. immediate, next pay period, following financial year)**

A transitional assessment is conducted for new employees within the first three months of employment and a full wage assessment within the first year. Wages are then reassessed within a three year period. Earlier reassessment may be requested by the employee or Blue Mountains.

As reported by Jenny Pearson, new employees must be assessed within six months from the date of employment.

**Other differentiating factors**

The Blue Mountains three year assessment cycle.

**The qualifications/expertise or training of the party conducting the assessment**

Assessors have Certificate IV in Workplace Training and Assessment.

**Is the maximum rate of pay lower than the applicable Pay Scale rate?**

No. An employee can earn 100 per cent of the LHMU Pay Scale, but they would have to move onto the SWS or Open Employment.
BlueLine Laundry Inc.

Whether the tool is a derivative or an adaptation of another tool

Neither. BlueLine Laundry developed their tool in 1994–95 because no suitable tool existed.

The purpose for which the tool is used

The tool has been created to be very specific to a laundry service and measures both the productivity and competency of employees.

The type of work being assessed

Laundry operations.

Whether existing wage and classification structure is integral to the current WAT, or whether the tool simply determines a pro rata capacity assessment which can easily be applied to any wages and classification

The WAT determines pro rata productivity and applies it to Grade 2 of the Pay Scale derived from the Laundry and Dry Cleaning (State) Award (Tas) (Laundry and Dry Cleaning (Tas) Pay Scale).

The current source of wage rates under the WAT

According to a recent report supplied by SAI Global Limited, the basis of wages in BlueLine is based on the Laundry and Dry Cleaning (Tas) Pay Scale.

What classifications and levels are used?

The SAI Global Ltd report outlines that supported employees are paid at Level 2 (Grade 2) of the Laundry and Dry Cleaning (Tas) Pay Scale (being $14.51 per hour in 2007).

Has the WAT been incorporated into an agreement?

Jenny Pearson reported that the WAT was incorporated in an industrial agreement known as The Bayview Laundry Inc. Agreement 1995 which was linked to the Laundry and Dry Cleaning (Tas) Pay Scale.

Whether (and how) the tool measures competency only, productivity only or competency and productivity; analysis could be carried out on different elements of this such as:

- type of core competencies measurement (i.e. what does the tool measure?) and data sources;
- types of task skill measurement and data sources;
- types of productivity measurement (time based, unit based) and data sources (e.g. production data, structured observations, unstructured observations); and
- comparator used (‘ideal’ employee/average employee/supervisor etc).

The WAT assesses both productivity and competency.
**Productivity**

The productivity-based assessment lists each of the work tasks in a work area.

For example, Folding Work area tasks include:

- Fold
- Count, record and pack
- Mend - put on heat machines
- Weigh

For each of the work tasks the employee can do, their performance against the benchmark productivity standard is assessed using a scoring scale of 0 to 10. On this scale, 10 points reflects a worker performing the task correctly and achieving the industry standard of productivity.

**Competency**

Competency-based assessment involves workers assessed against five core competencies which include:

- OH &S and Work Area Safety (8.333 per cent weighting)
- Ability to Multi-Task in the given Work Area (8.333 per cent weighting)
- Apply Quality Standards (8.333 per cent weighting)
- Ability to Work with Minimal Direction (8.333 per cent weighting)
- Flexibility to Work Across the Laundry (16.666 per cent weighting)

There are criteria for each of the five core competencies. For example, the criteria for competency 3 (Apply Quality Standards) are:

- Work instructions are followed and tasks performed in accordance with quality requirement.
- Non compliant materials or products are identified and isolated.

The weights produce a 50 per cent total contribution of the Competency Score to the Total Wage Assessment Score.

Each core competency is scored on a scale of 0 to 10, with 10 being the competency expected from a fully trained, able and motivated employee.

**Calculation**

The scores for each productivity task are multiplied by the proportion of the working day spent on each task and then added together to calculate the workers total productivity score for the work area. The productivity score is weighted to provide 50 per cent of the total score.

Employees are also assessed against 5 core competencies in each of their work areas. Four of these core competencies are weighted at 8.333 per cent and one core competency has a weighting of 16.666 per cent. As a result, the competency assessment is a 50 per cent contribution to the total WAT score.
The Productivity Score for the work area is added to the Competency Score for the work area to produce the Total Score for the work area. The total scores for each work area are multiplied by the proportions of time spent working in each work area and then totalled to arrive at the Total Wage Assessment Score which determines the percentage of award to be paid.

The steps in this calculation process are summarised below:

**Step 1  Productivity Score for each Work Task**

Productivity Assessment Score (score range 0–10) for Work Task \(\times\) Proportion of Working Day (value of 0–1) spent on the task = Productivity Score for the Work Task

**Step 2  Productivity Score Contribution to Total Score for Work Area**

Sum of Productivity Scores for all Work Tasks undertaken by the employee in this Work Area \(\times\) Weighting = 50 per cent Contribution of Productivity Score to Total Score for this Work Area

**Step 3  Competency Score Contribution to Total Score for Work Area**

Sum of Scores for Core Competencies multiplied by weightings (0.8333 for Competencies 1 to 4 and 1.667 for Competency 5) = 50 per cent Contribution of Competency Score to Total Score for this Work Area

**Step 4  Total Score for Work Area**

Productivity Score for Work Area (weighted to 50 per cent) + Competency Score for Work Area = Total Score for Work Area

**Step 5  Total Wage Assessment Score**

Sum of (Total Scores for each Work Area \(\times\) Proportions of Time Spent Working in each Work Area) = Total Wage Assessment Score = Percentage of the Pay Scale to be Paid

Employees are assessed by multiple individuals who separately score the employee, but whether it is through direct observations only is unclear.

**Whether the WAT attempts to capture an employee’s entire range of skills and competencies or a selection (and the type of selection):**

The WAT captures all of the skills that the employee uses to complete all the work tasks in each work area that they work in. Each employee is measured against 5 core competencies and each productivity-based section of the assessment (e.g. Folding work area) lists each of the work tasks (i.e. fold, count, pack and weigh).

**Number of ratings used across each measurement (e.g. three levels for competencies [average, above average, below average]):**

The WAT applies a Linear scoring scale of 0 to 10 (0 being not competent and 10 being fully competent) for both productivity and competency. The productivity ratings are the proportion of the productivity benchmark (e.g. number of items or weight of items...
completed correctly in an hour). For example, if an employee produces 70 per cent of the industry productivity standard for a task, their productivity score will be 7.

Is training/supervision measured separately?

Yes. The Service Coordinator involved in the wage assessment process identifies training needs which are discussed when developing the Employee Assistance Plans. However, these needs are not included in wage calculations.

Is behaviour management measured separately?

This information is not available.

Assessment types:

Method of measurement used by the tool (point in time assessment/on-going/combination)

Point in time and on-going. Wage assessments are conducted annually in October/November. Wage Assessments are conducted for new employees who commence at other times of the year.

Party conducting assessment (internal/external/individual/multiple individuals involved/productivity data only)

Internal and external. Employees are assessed by multiple individuals or a team, who each scores the employee and these individual scores are discussed before a consensus score is agreed. The team includes the Production Manager, Production Supervisor and the Training Officer, and coordinated by the External Consultant/Facilitator Peter Godfrey.

Weightings attached to productivity versus competency/task assessments. If fixed, state ratios. If variable, state that no fixed weighting.

Overall weighting:

- 50 per cent productivity
- 50 per cent competency

Mathematical formula used by WAT

Score for Work Area = Sum of (Productivity Assessment Scores for each Task x Proportion of Time Spent on each Task) + Sum of (Assessment Score for each Core Competency x Importance Weighting for each Core Competency)

Total Wage Assessment Score = Sum of (Scores for each Work Area x Proportion of Work Time Spent in each Work Area)

Total Wage Assessment Score = Percentage of Pay Scale rate that will be paid

What percentage of an employee’s wage is determined by scores in:

(a) Task competency: 50 per cent.
(b) Work skills: Not accounted for.
Appendix A: Wage Assessment Tool Audits

(c) Productivity: 50 per cent.
(d) Behaviour: Not accounted for.
(e) Supervision: Not accounted for.

Does increase in productivity result in higher wage outcome?

Yes, as productivity is 50 per cent of the total wage assessment score an increase in productivity could lead to a higher wages outcome. Increases would be given effect through the annual wage review.

Anti-regression provision

Yes. At present, BlueLine Laundry has a ‘no regression’ policy.

Minimum hourly/weekly payment

This information is not available.

Capping of wages. Is the maximum rate of pay capped/fixed?

Pay rates are not capped and Supported Employees are able to achieve the applicable full Pay Scale wage.

Commencement rate of pay. What is the minimum and maximum period between commencement and first wage assessment?

This information is not available, however one-off wage assessments can be conducted for new employees who commence at other times of the year. It is not clear whether there is a commencement rate of pay whilst an assessment is conducted.

Is there a trial period? Or a training period? Are there set wages for this period of time? Is training specifically provided once employment has commenced and prior to assessment?

This information is not available.

Are there any attempts to estimate capacity (productivity or competency) of an employee on commencement and prior to full assessment? Similarly are there any attempts to determine if training is needed?

This information is not available.

 Provision of back pay available after initial assessment completed

Yes, after an employee’s initial and annual assessment any pay adjustments will be made and backdated if required.

Can an advocate assist an employee in disputing/appealing a wage outcome? Is the process of disputing/appealing wage outcomes clear? Avenues of external appeal

Speakout advocacy service and the Workers Advisory Committee discuss the wage assessment process. In the event that an employee does not agree with their wage
assessment result, there is a two-week window after the feedback session held with the service coordinator and advocate in which the employee can seek re-assessment.

Employees are invited to have an advocate present at their annual wage assessment.

**What is the period of time between initial assessment or wage review and corresponding pay increase? (e.g. immediate, next pay period, following financial year)**

The period of time is two weeks for any pay increase resulting out of a wage assessment with backdating if required.

**Other differentiating factors**

BlueLine Laundry has produced picture books for each work area which illustrate what work the employee would have to do to achieve various percentage levels of the Pay Scale.

The work tasks assessed for productivity were closely aligned with the competencies for Certificates I, II and III in Laundry Operations and training in these qualifications is offered to employees.

**The qualifications/expertise or training of the party conducting the assessment**

The individuals involved in the assessment process are:

- Production Manager;
- Production Supervisor; and
- The Training Officer.

Further information regarding relevant qualifications or training in assessment processes are not provided.

The assessment process is coordinated by the External Consultant/Facilitator Peter Godfrey, who now oversees the annual wage assessment process and conducts the scoring and wage calculations by computer.

**Is the maximum rate of pay lower than the applicable Pay Scale rate?**

Pay rates are not capped and employees are able to earn up to 100 per cent of the Pay Scale rate of pay.
Business Services Wage Assessment Tool (BSWAT)

Whether the tool is a derivative or an adaptation of another tool

Neither. The tool was developed for the Australian Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA). The department is the owner of the tool.

The purpose for which the tool is used

This hybrid tool has been developed to assess an employee's productivity and competency.

The type of work being assessed

The WAT was designed in order that it may be applied across a range of industries for people with disabilities working in the Disability Enterprises sector.

Whether existing wage and classification structure is integral to the current WAT, or whether the tool determines a pro rata capacity assessment which can easily be applied to any wages and classification.

The BSWAT is an award-based, pro rata wage assessment that scores competency and productivity separately. The scores from both these components are totalled to determine an overall pro rata wage rate.

Has the WAT been incorporated into an agreement?

This information is not available.

The current source of wage rates under the WAT

The WAT is designed to be adapted for use with any award applicable to the Business Service.

What classifications and levels are used?

Pay Scale rates to which assessment scores are measured will be aligned to the level of the award from which the Pay Scale is derived, to which the worker's role most closely relates. Relevant and applicable loadings must be applied by the employer.

Whether (and how) the tool measures competency and/or productivity:

- type of core competencies measurement (i.e. what does the tool measure?) and data sources;
- types of task skill measurement and data sources;
- types of productivity measurement (time based, unit based) and data sources (e.g. production data, structured observations, unstructured observations); and
- comparator used ('ideal' employee/average employee/supervisor etc).

The BSWAT has two distinct assessment components:

- competency based component, and
- productivity based component.
The results of both competency and productivity assessment components are combined to determine the overall wage outcome.

The Competency Assessment

According to the Administrative Guidelines, competency is referred to as ‘the application of knowledge and skills required within an occupation or industry’ and ‘competency’ is used to describe the standards of performance required in employment.

Data may be collected from direct observation, interviews with the worker, advocate and supervisor, third party reports and other relevant information sources.

The competency component is comprised of eight units. Four of the units against which all employees are measured are core units, and up to four industry specific units of competency are used that directly relate to the work undertaken by the employee.

The four core competencies are:
- Follow Workplace Health and Safety Practices;
- Communicate in the Workplace;
- Work with Others; and
- Applying Quality Standards.

The CRS assessor is required to ask the employee questions to further determine if the employee demonstrates the required knowledge to be deemed competent in a particular aspect of work performance. For example, in the Following Workplace Health and Safety Practices competency, the employee is asked to demonstrate their knowledge should the following occur:
- If the fire alarm goes off;
- The importance of following evacuation procedures; and
- What to do if they or another employee is hurt.

The four industry specific competencies must be identified and agreed upon with the Business Service.

The Productivity Assessment

The BSWAT Administrative Guidelines refers to ‘productivity’ as the employees’ ability to deliver work products in accordance with expected quality and output requirements.

The productivity component of the BSWAT uses a comparator. It compares an employee's output with the expected level of output required of an employee who would be entitled to the full Pay Scale rate of pay. Industry benchmarks or comparators can be established industry standards, or the organisation may establish its own comparator using a non-disabled co-worker, supervisor or another worker with a disability who is able to perform the particular task to the expected standard.

There are three ways productivity benchmarks may be determined:
- Specification based – a machine or job has a specified level or productivity attributed to it;
• **Worker based** – where the employee is compared with another employee, usually an employee without a disability undertaking the same job role(s) – the comparator may also be another worker with a disability if that person delivers the minimum expected output in the same role(s); and

• **Industry standards** – where published industry standards exist and are relevant to the employee's job role.

The Supervisor selects up to five main tasks that the worker performs, and describes these clearly, including their start and end points. At least three timings of the worker are collected for each task and recorded in the Supervisor's workbook, along with a comparator used and quality levels.

Productivity measurement may be documented as unit based or time based.

Data sources may include already existing information by the organisation, or data collected by the CRS Australia assessor by way of direct observation, questioning and interviewing and reviewing reports from an employee's supervisor or manager. Supervisors are required to complete an assessment workbook for each employee being assessed.

**Whether the WAT attempts to capture an employee's entire range of skills and competencies or a selection (and the type of selection)**

In applying eight units of competency, the WAT attempts to capture a selection of skills and competencies, which are four core and four industry specific units which relate directly to the work being performed by the employee.

**Number of ratings used across each measurement (e.g. three levels for competencies [average, above average, below average])**

The ratings used are 'competent', 'not yet competent' for competencies and percentage of comparator rate for productivity.

**Is training/supervision measured separately?**

No.

**Is behaviour management measured separately?**

Behaviour, such as the ability to work well with others, or communication in the workplace, is measured in the four core competencies area of assessment. Behaviour is also factored in as a consideration of measuring an employee's productivity. The CRS BSWAT Supervisor’s Wage Tool Assessment Guide states that if the employee's productivity fluctuates markedly, the supervisor should provide evidence of medical/behavioural conditions that impact on performance (such as seizures, behavioural issues) to the CRS assessor.

**Assessment types:**

Method of measurement used by the tool (point in time assessment/on-going/combination)

The assessment process is conducted over a number of assessment sessions, but all evidence sourced is used as data for one wage assessment.
The initial review date will be three years from the date of the completed assessment and thereafter a review will be done every three years. An employee is able to request a review (initiated via application to CRS Australia), although it is not expected that a review will be conducted more often than annually.

Party conducting assessment (internal/external/individual/multiple individuals involved/productivity data only)

An assessor from CRS Australia conducts the assessment. Third party reports from the employee’s supervisor/manager are also considered.

Weightings attached to productivity versus competency/task assessments. If fixed, state ratios. If variable, state that no fixed weighting

Productivity scores may be weighted when calculating the overall productivity assessment component, particularly where certain tasks make up different proportions of the worker’s workload. Competency is measured at 50 per cent, and productivity at 50 per cent.

Mathematical formula used by WAT

The competency and productivity components of the BSWAT are determined separately, but the results of both components produce an overall pro rata wage rate.

The formula is as follows:

\[
\left(\frac{\text{competency} \% + \text{productivity} \%}{2}\right) \times \text{the award wage rate per hour}
\]

Or, the average of an employee’s competency and productivity percentages multiplied by the award rate.

A worked example would be as follows:

An employee having achieved a competency score of 4 out of 8 units (i.e. 50 per cent) and productivity of 4 units per hour where the benchmark is 10 units per hour (i.e. 40 per cent) and the award wage rate is $10.00 per hour, the employee will receive a pro rata wage of $4.50.

\[
\left(\frac{50\% + 40\%}{2}\right) \times \$10.00 = 45\% \times \$10 = \$4.50 \text{ per hour}
\]

What percentage of an employee’s wage is determined by scores in:

(a) Task competency: 50 per cent.
(b) Work skills: incorporated in productivity assessment.
(c) Productivity: 50 per cent.
(d) Behaviour: incorporated in competency assessment.
(e) Supervision.

Note that in 3.2.4 of the Administrative Guidelines, an employee’s behaviour (such as excessive wandering, regular disruption to work processes, excessive toilet breaks) may be acknowledged in the assessment and supervisors/support workers are required to prompt employees to stay on task. The Guidelines make it clear that this factor must not be discounted from the employee’s wages.
The Administrative Guidelines also state that an employee may also tend to perform differently, or better, when being observed and assessed. Therefore performance may be measured over longer timings (30 minutes) or over an extended period (different days) to fully capture ‘downtime.’

**Does increase in productivity result in higher wage outcome?**

Yes an increase in productivity or achieving the benchmark will result in a higher wage outcome, but an employee's competency score must also be factored into the wage calculation.

**Anti-regression provision**

No.

An employee will be paid in accordance with the assessment results and from one assessment to the next, variation in assessment results may occur.

An employee's wage may increase or decrease based on their assessed competency and productivity results. If an assessment indicates that an employee's wage is to reduce, the employer is encouraged to provide training and support to retain their previous level of pay (for a probationary period), unless the employee is satisfied with the new assessment results and does not wish to participate and undertake additional and/or further training.

There may be local policies and industrial agreement provisions relating to regression at individual worksites that use the BSWAT.

**Minimum hourly/weekly payment**

This information is not available.

**Capping of wages. Is the maximum rate of pay capped/fixed?**

No capping of wages as employees are able to achieve 100 per cent of the Pay Scale rate if they meet all the criteria of assessment.

**Commencement rate of pay. What is the minimum and maximum period between commencement and first wage assessment?**

This information is not available.

**Is there a trial period? Or a training period? Are there set wages for this period of time? Is training specifically provided once employment has commenced and prior to assessment?**

Different employers and industries may have different policies and procedures regarding an employee trial period or training period.

The WAT Guidelines provide that assessment can only be undertaken after an employee has received all the appropriate job training, and has worked in the job for over three months.
However, according to the Administrative Guidelines, the BSWAT will identify suitable training opportunities by matching job competency requirements with existing training packages.

**Are there any attempts to estimate capacity (productivity or competency) of an employee on commencement and prior to full assessment? Similarly are there any attempts to determine if training is needed?**

According to the Administrative Guidelines, the wage assessment tool will recognise the knowledge and skills an employee has achieved through previous training, work and life experience.

**Provision of back pay available after initial assessment completed**

This information is not available.

**Can an advocate assist an employee in disputing/appealing a wage outcome? Is the process of disputing/appealing wage outcomes clear? Avenues of external appeal**

Yes, an advocate is able to assist an employee, at any time during the wage assessment process, particularly in relation to the assessment components (i.e. what the employee has been measured against) and the assessment result (i.e. the result does not accurately reflect the employee's competencies and/or productivity). The dispute resolution process is outlined in 7.4 of the Guidelines. A notice of dispute must be lodged within 21 working days from receipt of the wage assessment report.

In the event that a dispute relates to an Award, a CRS Post Assessment Query Form must be completed and forwarded to CRS Australia.

Should there be a dispute relating to competency elements, CRS Australia will refer the matter to another assessor for verification. In cases where CRS Australia has reviewed the assessment and the dispute has not been resolved, the matter will be referred to FaHCSIA for possible mediation or re-assessment.

If an employee has a dispute relating to productivity results, the result will be reviewed (by whom is not specified), however if the dispute is not resolved, FaHCSIA will be contacted for possible mediation or re-assessment.

An advocate, relative, friend, supporter of the employee may be involved in any dispute to ensure the employee is properly represented.

**What is the period of time between initial assessment or wage review and corresponding pay increase? (e.g. immediate, next pay period, following financial year)**

The initial assessment should be conducted between twelve weeks and six months of an employee commencing work. The results of which will remain for a period of up to three years, subject to a request being made (i.e. the employee's circumstances significantly change).

The initial assessment result will be reviewed at the end of the three year establishment period, but no later than three years and three months from the initial assessment date. This assessment result will apply from the beginning of the first full pay period following
the date of agreement of the wage assessment outcome by the worker, advocate and employer.

**Other differentiating factors**

The BSWAT will facilitate an employee's progression to Open Employment for those who choose to do so through assisting with identifying potential training options.

The BSWAT is the most widely used WAT by Australian Disability Enterprises.

**The qualifications/expertise or training of the party conducting the assessment**

A CRS assessor conducts the assessment.

The Wage assessor must have a Certificate IV in Workplace Training and Assessment, or at least the following competencies:

- BSZ401A Plan Assessment;
- BSZ402A Conduct Assessment;
- BSZ403A Review Assessment; and/or
- Extensive relevant Disability and/or Employment Sector Experience.

According to the Administrative Guidelines, other relevant qualifications such as successful completion of the Supported Wage Assessor’s course or industrial relations qualifications may also assist assessors, but considered alone is insufficient.

Assessors planning on conducting assessments must complete the four day assessor training and follow the Assessor Handbook in order to meaningfully apply the BSWAT as intended.

**Is the maximum rate of pay lower than the applicable Pay Scale rate?**

No. Employees have the potential under the BSWAT to achieve 100 per cent of the Pay Scale rate of pay.
Caloola Vocational Services Inc.

Whether the tool is a derivative or an adaptation of another tool

The tool is not a derivative or an adaptation of another tool. As of October 2007 there were two business services using the tool:

- Caloola; and
- Delando Corporation.

The scoring scale used in the tool is the same as or similar to that used in some other WATs (e.g. Mai-Wel Industries WAT, Kurri Contracting Service WAT).

The purpose for which the tool is used

The WAT is designed specifically for the job roles of Grounds Maintenance and Kmart shop Assistant at Caloola, and is a predominantly competency based assessment.

The type of work being assessed

Grounds maintenance, gardening and shop assistant duties.

Whether existing wage and classification structure is integral to the current WAT, or whether the tool determines a pro rata capacity assessment which can easily be applied to any wages and classification

The tool determines a pro rata capacity assessment which is then used to work out the percentage of payment based on the Pay Scales derived from either the Miscellaneous Gardeners’ (State) Award (NSW) 2001– Grounds Maintenance Work Crews or the Shop Employees (State) Award (NSW).

Has the WAT been incorporated into an agreement?

This information is not available; however at the time of Jenny Pearson’s report in October 2007, the WAT has been incorporated in Special Wage Permits approved by the Industrial Registrar of New South Wales.

The current source of wage rates under the WAT

Based on the Pay Scales derived from the Miscellaneous Gardeners (State) Award (NSW) and the Shop Assistants (State) Award (NSW).

What classifications and levels are used?

The tool was designed based on the job requirements of the Pay Scale derived from the Miscellaneous Gardeners’ (State) Award and Shop Assistants Award (State) Award job classification requirements, broken down into specific tasks.

There is no information on the Grade or Level used within these Pay Scales.

Whether (and how) the tool measures competency and/or productivity:

- type of core competencies measurement (i.e. what does the tool measure?) and data sources;
Appendix A: Wage Assessment Tool Audits

- types of task skill measurement and data sources;
- types of productivity measurement (time based, unit based) and data sources (e.g. production data, structured observations, unstructured observations); and
- comparator used ('ideal' employee/average employee/supervisor etc).

The tool uses a six point scale to score job task competencies. Productivity and supervision are incorporated in this scoring scale.

There are two key elements of this WAT:

- Skills Analysis (Competency Assessment)
- Task Analysis/Employee Wage Assessment (which is used to collate the competency assessment scores and calculate the wage rate)

**Skills analysis**

The elements for each job task have been indentified and listed on Competency Assessment sheets and include the following job tasks:

- Ride on mower;
- Brush cutter;
- Push mower;
- Basic Gardening skills;
- Blowed;
- Hand tools;
- Litter and Rubbish Removal; and
- Shop Employees.

Ratings such as poor, fair or good (see table at question 10) are criteria for job tasks assessed.

Productivity measurement is unit based and not time based. Productivity is also used as the basis for measuring an employee's output against a pre-determined output generated by peers undertaking similar tasks. The tool does not contain specific productivity benchmarks but uses categories such as 'very high productivity' and 'moderate productivity'.

**Task Analysis /Employee Wage Assessment**

The total score achieved by the employee across all job tasks in their work area is divided by the maximum possible score. The percentage result is the percentage of the award that the employee will be paid. This calculation is recorded by the assessor on the Employee Wage Assessment/ Task Analysis sheet.

**Whether the WAT attempts to capture an employee's entire range of skills and competencies or a selection (and the type of selection)**

The WAT captures the employee's skills and competencies for all of the job tasks in their work area. Job requirements of the relevant awards were broken down into specific work tasks in order to assess an employee's competencies and performance.
Number of ratings used across each measurement (e.g. three levels for competencies [average, above average, below average])

This WAT has a standard rating scale whereby each of the skills identified for a job task are assessed from 0 to 6 points or from a very poor to excellent rating respectively. Each skill/competency element of each job task is rated using this linear scale. The employee's total score across all job tasks is divided by the maximum possible score. The resultant percentage is the percentage of the relevant Pay Scale rate that will be paid to the employee.

<table>
<thead>
<tr>
<th>Alpha Code</th>
<th>Rating</th>
<th>Points</th>
<th>Summary of Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>E</td>
<td>Excellent</td>
<td>6</td>
<td>No supervision/high productivity/high standard</td>
</tr>
<tr>
<td>VG</td>
<td>Very Good</td>
<td>5</td>
<td>Minimum supervision/high productivity/very high standard</td>
</tr>
<tr>
<td>G</td>
<td>Good</td>
<td>4</td>
<td>Minimum supervision/high productivity</td>
</tr>
<tr>
<td>F</td>
<td>Fair</td>
<td>3</td>
<td>Supervision needed/high productivity</td>
</tr>
<tr>
<td>P</td>
<td>Poor</td>
<td>2</td>
<td>Supervision needed/moderate productivity</td>
</tr>
<tr>
<td>VP</td>
<td>Very Poor</td>
<td>1</td>
<td>High level supervision/low level productivity</td>
</tr>
<tr>
<td>X</td>
<td></td>
<td>0</td>
<td>Could not or should not use or has not been trained yet.</td>
</tr>
</tbody>
</table>

Is training/supervision measured separately?

There is no information regarding supervision, however the wage assessment process provides the basis for Individual Employment Plans in order to construct specific job training. The competency assessment overview sheet focuses on identifying skills training areas.

Is behaviour management measured separately?

This information is not available, and behaviour management does not appear to be incorporated in the assessment procedure.

Assessment types:

Method of measurement used by the tool (point in time assessment/on-going/combination)

Employees have their assessment reviewed every six months. Employees are assessed both on an on-going basis (every six months), and point in time.

Party conducting assessment (internal/external/individual/multiple individuals involved/productivity data only)

The skills and competency assessment is conducted by a qualified internal assessor who are also supervisors, and ratified by the General Manager.

All supervisors involved conducting wage assessments have Certificate IV qualification in Workplace Training and Assessment.

Weightings attached to productivity versus competency/task assessments. If fixed, state ratios. If variable, state that no fixed weighting.

No fixed weighting.
Mathematical formula used by WAT

Each skill/competency element of each job task is rating using a scoring scale from 0–6 points. The employee's total score across all job tasks is divided by the maximum possible score. The resultant percentage is the percentage of the relevant Pay Scale rate that will be paid to the employee.

\[
\frac{\text{Employee's Total Score}}{\text{Maximum Possible Score}} = \text{Percentage of Pay Scale Rate}
\]

What percentage of an employee's wage is determined by scores in:

(a) Task competency.
(b) Work skills.
(c) Productivity: The tool does not contain specific productivity benchmarks but uses categories such as 'very high productivity', 'moderate productivity', etc.
(d) Behaviour.
(e) Supervision.

This is a competency-based assessment, with work skills and productivity incorporated into the assessment of an employee's competency. Behaviour and supervision appear to be reflected in the grading an employee may receive. For example, in the competency assessment sheet for basic gardening skills, one of the performance indicators is an ability to 'identify and remove weeds from garden areas' – this is a work skill that is measured by a gradient ranging from 'excellent', to 'very poor' and 'skill not met'.

For example, to receive an 'Excellent' score of 6 points, the employee must be able to set up the job or task with basically no supervision and complete the task to an extremely high standard with high productivity.

Does increase in productivity result in higher wage outcome?

Productivity is factored in but is not the primary consideration for higher wage outcome.

Anti-regression provision

No. Employees' wages are not reduced unless there is a persistent decline in competencies for more than one year.

Minimum hourly/weekly payment

All new employees will receive 20 per cent of the applicable Pay Scale rate.

Capping of wages. Is the maximum rate of pay capped/fixed?

There is no ceiling in the wage levels and employees can earn up to 100 per cent of the Pay Scale rate if they achieve the highest performance ratings.

Commencement rate of pay. What is the minimum and maximum period between commencement and first wage assessment?

New employees commence at 20 per cent of the applicable Pay Scale rate of pay.
Is there a trial period? Or a training period? Are there set wages for this period of time? Is training specifically provided once employment has commenced and prior to assessment?

New employees are paid 20 per cent of the Pay Scale rate until they are assessed, within three months of commencement of employment.

A skills/competency assessment is conducted within three months of commencing employment. Once the wage assessment is complete an employee's training plan is implemented for the employee, so as to encourage the employee to progress to a higher wage level.

Are there any attempts to estimate capacity (productivity or competency) of an employee on commencement and prior to full assessment? Similarly are there any attempts to determine if training is needed?

A skills/competency assessment is conducted within three months of commencing employment.

Provision of back pay available after initial assessment completed

There is no information available.

Can an advocate assist an employee in disputing/appealing a wage outcome? Is the process of disputing/appealing wage outcomes clear? Avenues of external appeal

Caloola has a grievance policy which provides that the employee's supervisor is the first point of contact, then the General Manager, and in the event that the matter has not settled, the Board of Management. The Employment Conditions Policy provides that: employees and their advocates are provided with their wage assessment details including how the assessment was based, which suggests that employees' advocates can assist in appealing wage outcomes.

What is the period of time between initial assessment or wage review and corresponding pay increase? (e.g. immediate, next pay period, following financial year)

The initial employee wage assessment is undertaken within the three month initial review period undertaken by a qualified assessor. The wage review process will be repeated as part of the six monthly review programme of skills, competency and productivity levels.

Other differentiating factors

N/A.

The qualifications/expertise or training of the party conducting the assessment

The assessment is conducted by a qualified assessor who holds a Certificate IV qualification in Workplace Training and Assessment. The assessment is reviewed by the General Manager to ensure that the assessment is complete and the correct observation processes have been followed.
Is the maximum rate of pay lower than the applicable Pay Scale rate?

No. The maximum rate of pay is 100 per cent of the applicable Pay Scale rate.
Civic Industries

Whether the tool is a derivative or an adaptation of another tool

The tool is based on the Greenacres WAT.

The purpose for which the tool is used

According to Jenny Pearson’s Report, Civic Industries suggests that their WAT can be used for any multi-disciplined Disability Enterprises setting (p. 15). It assesses employees’ on their job task skills and work associated competencies with training and support needs, behaviour management support and output (productivity) also assessed and included in the wage calculation formula.

The type of work being assessed

The type of work being assessed includes gardening, grounds maintenance and associated tasks.

Whether existing wage and classification structure is integral to the current WAT, or whether the tool determines a pro rata capacity assessment which can easily be applied to any wages and classification.

The tool determines a pro rata capacity assessment which results in a proportion of the rate of pay drawn from the LHMU Pay Scale.

Has the WAT been incorporated into an agreement?

The Civic Industries (Supported Employees) Workplace Agreement 2003.

The current source of wage rates under the WAT

The current source of wage rates is the LHMU Pay Scale.

What classifications and levels are used?

This information is not provided.

Whether (and how) the tool measures competency and/or productivity:

- type of core competencies measurement (i.e. what does the tool measure?) and data sources;
- types of task skill measurement and data sources;
- types of productivity measurement (time based, unit based) and data sources (e.g. production data, structured observations, unstructured observations); and
- comparator used (‘ideal’ employee/average employee/supervisor etc).

The Civic WAT has six components:

- Determined Wage Level
- Employee Task Skills
- Employee Work Associated Competencies
Appendix A: Wage Assessment Tool Audits

- Training and Support Levels
- Behaviour Management Support Levels
- Output Measures.

**Determined Wage Level**

The determined wage level is the wage level allocated to a job or part of it. All jobs received by Civic are assessed by the Factory Manager, Assistant Factory Manager, an Employee Representative and the Vocational Training Coordinator and allocated a wage level, either A, B, C, D or E based on the Skills Matrix and Job Models (as outlined in Schedule B of the Civic Industries Workplace Agreement).

The Skills Matrix and Job Models outline the units of competencies and the units of skill required by employees at each level. Each unit of skill has individual elements and performance criteria.

Employees must obtain:
- all ‘Core Skills’ at each grade, up to the grade of their particular job model;
- all the skills of the lower grades in each job stream plus any other skills of other streams as required before progressing to a higher grade; and
- employees must remain on their transitional grade for a minimum of twelve weeks to allow for an assessment for re-grading to be conducted.

**Employee Task Skills**

Each employee has a Training Matrix identifying all jobs and job stages where an employee has received training. The Training Matrix also identifies which competencies have been achieved and which competencies the employee has yet to achieve competency.

**Work Associated Competencies**

The Work Associated Competencies of each employee are assessed three times per year. This also identifies training needs and future goals. Each ‘set’ of Work Associated Competencies is allocated a Wage Level and can be found in the Skills Matrix and Job Models (Schedule B) in the Workplace Agreement.

For example, at Wage Level A the Work Associated Competencies are those of the Training, Support Level and:
- Independent Work Practice (A)
- Works consistently with work supervisor present
- Makes basic decisions regarding own work
- Does not distract others
- Remembers instructions minutes after they are being given
- Working Consistently (A)
- Requests more work as task is completed
- Flexibility (A)
- Adapts to change (i.e. moves to new task)
Appendix A: Wage Assessment Tool Audits

- Quality Control (A)
- Can check work and recognise errors
- Workstation (A)
- Maintains a clean and tidy workstation
- Teamwork (A)
- Demonstrates positive interaction with co-workers

Training and Support Levels

Assessment of training and support is based on daily reports of Trainers, Supervisors and the observations and notes from the Vocational Training Coordinator. There are four levels of assessed Training and Support needs and these are:

- High
- Medium
- Low
- Nil

This assessment is based on daily reports of Trainers, Supervisors and the observations and notes from the Vocational Training Coordinator.

Output

Output is measured by determining averages using a standard time formula, taking account of variables such as fatigue and personal needs. An employee's average output is rated as:

- Below Average
- Average
- Above Average

Data sources

Daily reports, observations and notes from the employee's Trainer/Supervisor and the Vocational Training Officer are used to determine an employee's training and support level, as well as behaviour management support. This collection of data and other records by Civic is maintained and is done intensively over a three month period and then continuously over the rest of the year.

Whether the WAT attempts to capture an employee's entire range of skills and competencies or a selection (and the type of selection)

This WAT captures a selection of an employee's skills and competencies. The competencies contained in the skills matrix are enterprise specific competencies and represent the units of skill required by employees at each level. Each unit of skill has individual elements and performance criteria, which must be referred to when assessing if an employee is competent in the skill.

Employees must achieve competency in all core skills at each grade, up to the grade of their particular job model. In addition, employees must obtain all the skills of the lower
grades in each job stream plus any other skills of other streams as required before progressing to a higher wage level.

**Number of ratings used across each measurement (e.g. three levels for competencies [average, above average, below average])**

Determined wage levels have numerical weightings as shown below. These weightings are used in the wage calculation formula for the employee task skills and work associated competencies.

Each Wage Level (A-E) has numerical weighting:

A = 10  
B = 20  
C = 30  
D = 40  
E = 50

**Training and Support Levels**

Each assessed training and support level has a numerical weight:

High = –45  
Medium = –25  
Low = –10  
Nil = 0

**Behaviour Management Support Levels**

Each assessed level has a numerical weight:

High = –25  
Medium = –15  
Low = –5  
Nil = 0

There are three output levels and these are measured as:

Below Average = –30  
Average = 0  
Above Average = 10

**Is training/supervision measured separately?**

Yes. There is a separate component for Training and Support in the wage assessment process and calculation formula.
Is behaviour management measured separately?

Yes. There is a separate component for Behaviour Management Support in the wage assessment process and calculation formula.

Assessment types:

Method of measurement used by the tool (point in time assessment/on-going/combination)

The method of measurement used by this tool is a combination of point in time assessment and on-going assessment.

An employee's Work Associated Competencies are assessed three times a year and once per year, the assessment information is incorporated into an employee's Individual Career Plan. The assessment results are discussed at the employee's Career Plan meeting.

In addition, Civic describes (as reported by Jenny Pearson), its wage assessment system as revolving around constant assessment and review of what employees can do, how well they can do it, and what support is required from Civic Industries. Daily reports, observations and notes from the employee's Trainer/Supervisor and the Vocational Training Officer are used to determine the employee's Training and Support Level and Behaviour Management Support Level. This is done intensively over a three month period and then continuously over the rest of the year.

Employees must remain on their transitional grade for a minimum of twelve weeks to allow for an assessment for re-grading to be conducted.

Party conducting assessment (internal/external/individual/multiple individuals involved/productivity data only)

Multiple individuals are involved in the assessment process and include:

- An employee's Trainer/Supervisor and the Vocational Training Officer (to determine the employee's training, support and behaviour management level);

Output/productivity is collected based on three observations and assessment data is reviewed by trained workplace assessors, Vocational Training Officer and the Factory Manager.

There are at least three Civic staff regularly on the production floor observing employees’ performance. Assessment information and data collected goes through a review process with the Vocational Training Manager and Factory Manager. The assessment result is as then determined by a number of assessors over an extended period of time. No one individual controls the assessment process or outcome.

Weightings attached to productivity versus competency/task assessments. If fixed, state ratios. If variable, state that no fixed weighting

Weightings are attached to each wage level and are as follows:
Appendix A: Wage Assessment Tool Audits

<table>
<thead>
<tr>
<th>Wage Level (Tasks)</th>
<th>A</th>
<th>10</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>C</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td>D</td>
<td>40</td>
</tr>
<tr>
<td></td>
<td>E</td>
<td>50</td>
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<th>Wage Level</th>
<th>A</th>
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<td>(Work Associated Competencies)</td>
<td>B</td>
<td>20</td>
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<td></td>
<td>C</td>
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<td></td>
<td>D</td>
<td>40</td>
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<tr>
<td></td>
<td>E</td>
<td>50</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Level of Training &amp; Supervision</th>
<th>1 = High</th>
<th>−50</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2 = Medium</td>
<td>−30</td>
</tr>
<tr>
<td></td>
<td>3 = Low</td>
<td>−10</td>
</tr>
<tr>
<td></td>
<td>4 = Nil</td>
<td>0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Behaviour Management Needs</th>
<th>1 = High</th>
<th>−50</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2 = Medium</td>
<td>−30</td>
</tr>
<tr>
<td></td>
<td>3 = Low</td>
<td>−10</td>
</tr>
<tr>
<td></td>
<td>4 = Nil</td>
<td>0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Output Level</th>
<th>1 = Below Avg</th>
<th>−90</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2 = Average</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>3 = Above Avg</td>
<td>10</td>
</tr>
</tbody>
</table>

**Mathematical formula used by WAT**

The wage calculation is as follows:

Employee's Task Skills Wage Level (WLT)

PLUS Employee's Work Associated Competencies Wage Level (WLC)

MINUS Employee’s Training and Support Level (TSL)

MINUS Employee’s Behaviour Management Support Level (WAC)

PLUS/MINUS the Employee's Output Level

i.e.  WLT + WLC − TSL − WAC +/− OUTPUT = Percentage of Award

*Worked example:*

If an employee is assessed across a range of work tasks that they undertake and the highest wage level of any of these tasks in which the employee is assessed as competent is Wage Level C, then WLT for the employee is 30.

Work Associated competency is assessed at Wage Level B, then WLC is 20.

If the employee's Training and Support levels are assessed as ‘Medium’, then TSL = −25.

If the employee's Behaviour Management Support Levels are as assessed as 'Low', then WAC = −5

If the employee's output is assessed as Average, the numerical weight for Output = 0.
The wage calculation for this employee is:

\[ \text{WLT} + \text{WLC} - \text{TSL} - \text{WAC} +/\text{- Output}, \text{ i.e.} \]

\[ 30 + 20 - 25 - 5 + 0 = 20 \]

i.e. 20 per cent of Pay Scale wage to be paid.

**What percentage of an employee’s wage is determined by scores in:**

(a) Task competency;  
(b) Work skills;  
(c) Productivity;  
(d) Behaviour; and  
(e) Supervision.

The total score is derived from a complete all-round process of documented daily reports and observations, tasks, work associated competencies, productivity, training and supervision requirements and behaviour management needs.

Additional considerations include higher levels of supervision, focused training and any behavioural management issues.

**Does increase in productivity result in higher wage outcome?**

Productivity is one consideration in determining an employee's progression to a higher wage level and therefore a higher wage. Employees must:

- obtain all core skills at each grade, up to the grade of their particular job model; and
- obtain all the skills of the lower grade in each job stream plus any other skills of other streams as required before progressing to a higher grade.

An employee assessed as having above average output (productivity) will receive a score of +10 points for this component in the wage calculation formula. This will result in a higher percentage of Pay Scale rate to be paid than if the same employee had average or below average output and received an output score of 0 or −30 respectively.

**Anti-regression provision**

This information is not available.

**Minimum hourly/weekly payment**

According to Jenny Pearson's report, $1.15 per hour at entry level (as at 17 March 2006).

**Capping of wages. Is the maximum rate of pay capped/fixed?**

No. An employee is able to earn up to 110 per cent of the Pay Scale rate.

As noted in Jenny Pearson's report, there is provision to override the wage calculation and strike a fair wage rate commensurate with the employee's other contributions to
the workplace, particularly if an employee has challenging or difficult behaviours and/or constantly requires retraining.

**Commencement rate of pay. What is the minimum and maximum period between commencement and first wage assessment?**

According to Jenny Pearson's report, the minimum rate of pay is $1.15 (entry level).

**Is there a trial period? Or a training period? Are there set wages for this period of time? Is training specifically provided once employment has commenced and prior to assessment?**

There is a trial period of three months and employees receive the minimum rate of pay, which is $1.15 (Jenny Pearson report). The wage assessment process links to the employee's job skills and training. The work associated competencies are linked to national competencies and although work skills training are provided at Civic, external training can be done through TAFE.

**Are there any attempts to estimate capacity (productivity or competency) of an employee on commencement and prior to full assessment? Similarly are there any attempts to determine if training is needed?**

The information is not clear, however each employee has a Training Matrix that identifies all jobs and job stages for which the employee has received training and which competencies have been achieved or not achieved.

**Provision of back pay available after initial assessment completed**

This information is not available.

**Can an advocate assist an employee in disputing/appealing a wage outcome? Is the process of disputing/appealing wage outcomes clear? Avenues of external appeal**

It is unclear whether an advocate can assist an employee in disputing or appealing a wage outcome, although there is an appeals process available for employees, contained in the Workplace Agreement 2003 (not provided).

**What is the period of time between initial assessment or wage review and corresponding pay increase? (e.g. immediate, next pay period, following financial year)**

This information is not available.

**Other differentiating factors**

The Civic Industries WAT collects a comprehensive amount of data compared to many other WATs and much of this data collection is continuous throughout the year.

**The qualifications/expertise or training of the party conducting the assessment**

Staff conducting assessments all have Certificate IV in Workplace Training and Assessment, in addition to in-house training in the wage assessment process.
There are at least three staff on the production floor observing employees' performance and assessment data is reviewed by the Vocational Training Manager and Factory Manager, however their qualifications and/or expertise are not stated.

Is the maximum rate of pay lower than the applicable Pay Scale rate?

No. Employees can earn 110 per cent of the Pay Scale rate.
Cumberland Industries

Whether the tool is a derivative or an adaptation of another tool

Cumberland Industries (Cumberland) reviewed the SWS WAT, the Greenacres WAT and other hybrid WATs, however developed their own tool to meet the specific needs of the organisation.

It has derived competencies from the Australian Standard Classification of Occupations (ASCO), and assessment items from the Disability Maintenance Instrument (DMI).

The purpose for which the tool is used

This hybrid tool contains a range of competency, support needs and productivity measures, including ASCO competencies and assessment items from the DMI. The task competencies are specific to the work performed at Cumberland and directly aligned to the Pay Scales derived from one of the following awards:

- Furniture and Furnishings (State) Award (NSW);
- the Warehouse Employees – General (State) Award (NSW); and
- the Warehouse Employees – Drug (State) Award (NSW).

The type of work being assessed

As reported in Jenny Pearson's Analysis, there are four production areas at Cumberland and include:

- Container Filling and Packaging
- General Packaging
- Food and Household manufacturing
- Textiles

Whether existing wage and classification structure is integral to the current WAT, or whether the tool determines a pro rata capacity assessment which can easily be applied to any wages and classification.

The tool determines a pro rata capacity assessment which is then used to determine the percentage of payment under the Pay Scale derived from the Furniture and Furnishings (State) Award, the Warehouse Employees – General (State) Award or the Warehouse Employees – Drug (State) Award.

Has the WAT been incorporated into an agreement?

The tool is incorporated into an employee's individual Australian Workplace Agreement, an example of which was provided on 14 December 2004.

The current source of wage rates under the WAT

The agreement provided refers to the Pay Scale derived from the Furniture and Furnishings (State) Award (NSW) (Furniture and Furnishings (NSW) Pay Scale).
The WAT provided refers to the Pay Scale derived from the Warehouse Employees – General (State) Award (NSW), the Warehouse Employees – Drug (State) Award (NSW) and the Furniture and Furnishings (NSW) Pay Scale.

What classifications and levels are used?

The relevant award classification was selected for each job on the basis of duties performed by employees in that job.

Schedule 1 of the Australian Workplace Agreement approved and dated 17 December 2004, provides the following wage levels for various capacity assessments against the relevant classification from the Furniture and Furnishings (NSW) Pay Scale:

<table>
<thead>
<tr>
<th>Assessed Capacity</th>
<th>Furniture and Furnishings (NSW) Pay Scale</th>
<th>Hourly Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>15%</td>
<td>15%**</td>
<td>$1.84</td>
</tr>
<tr>
<td>20%</td>
<td>20%</td>
<td>$2.45</td>
</tr>
<tr>
<td>25%</td>
<td>25%</td>
<td>$3.06</td>
</tr>
<tr>
<td>30%</td>
<td>30%</td>
<td>$3.67</td>
</tr>
<tr>
<td>35%</td>
<td>35%</td>
<td>$4.28</td>
</tr>
<tr>
<td>40%</td>
<td>40%</td>
<td>$4.90</td>
</tr>
<tr>
<td>45%</td>
<td>45%</td>
<td>$5.51</td>
</tr>
<tr>
<td>50%</td>
<td>50%</td>
<td>$6.12</td>
</tr>
<tr>
<td>55%</td>
<td>55%</td>
<td>$6.72</td>
</tr>
<tr>
<td>60%</td>
<td>60%</td>
<td>$7.34</td>
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<tr>
<td>65%</td>
<td>65%</td>
<td>$7.96</td>
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<tr>
<td>70%</td>
<td>70%</td>
<td>$8.57</td>
</tr>
<tr>
<td>75%</td>
<td>75%</td>
<td>$9.18</td>
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<tr>
<td>80%</td>
<td>80%</td>
<td>$9.79</td>
</tr>
<tr>
<td>85%</td>
<td>85%</td>
<td>$10.40</td>
</tr>
<tr>
<td>90%</td>
<td>90%</td>
<td>$11.02</td>
</tr>
</tbody>
</table>

*Rates correct at time of print December 2004.
** Minimum rate of pay even if an employee’s wage assessment result is below this percentage.

Whether (and how) the tool measures competency only and/or productivity:

- type of core competencies measurement (i.e. what does the tool measure?) and data sources;
- types of task skill measurement and data sources;
- types of productivity measurement (time based, unit based) and data sources (e.g. production data, structured observations, unstructured observations); and
- comparator used (‘ideal’ employee/average employee/supervisor etc).

This WAT has three main assessment components:

- Competency of Skills and Tasks Assessment
- Productivity Capacity Assessment
- Support Requirement Assessment
Competency of Skills and Tasks Assessment

This part of the assessment contains 10 units of skills/task competency. For example, the 10 competencies for the General Packaging production area are:

- operates machinery to lift and unload items
- receives, checks and sorts incoming goods
- packs containers or bags with products, counting weighing or measuring amounts and adjusting quantities
- seals cartons using tape gun or tape machine and attaches pre-printed label
- counts and places bags or packages onto conveyor belt or pallet
- stamps or stencils identifying data on cartons, bags or cards
- quality control visually inspects materials, containers, cartons and shippers
- assists with stock take, records numbers, weight, times and dates
- wraps protective material around product by hand or machine
- operates machinery used to heat seal or shrink wrap

Competency of Skills and Tasks Score

This is calculated by adding the points assigned for the 10 specified tasks for the employee's production area. Scores of 10, 5 or 0 are assigned to each of the 10 tasks depending on whether the employee can perform all, part or none of each task. The maximum total score is 100.

Each task currently has a weighting of 10 per cent, totalling 100 per cent for all ten tasks, although the tool has the capacity to weight task competencies based on the proportion of each working day spent on an individual task.

Productivity Capacity Assessment

This part of the assessment measures an employee's productivity for three common tasks selected for the production area. For example, the productivity assessment tasks for the General Packaging production area are:

- insert 4 items into a small plastic bag and seal bag with a hand tape dispenser
- insert a folded DL brochure to a standard business envelope and press seal
- folding a single A4 brochure to DL size

Productivity Weighting

Calculated by averaging the employee's production totals for two trials each on three specified tasks over 15 minute time intervals. This total is then divided by the corresponding total for a staff member completing the same tasks (the comparator) and multiplying by 100 to get a percentage rate.

The following Productivity Weightings are then applied:

- If the employee's productivity rate is 0–24 per cent of the comparator rate, the Productivity Weighting is then 0 per cent
• If the employee's productivity rate is 25–49 per cent, the Productivity Weighting is 5 per cent
• If the employee's productivity rate is 50–74 per cent, the Productivity Weighting is 10 per cent
• If the employee's productivity rate is 75–100 per cent, the Productivity Weighting is 20 per cent

Support Requirements Assessment:

This part of the wage assessment is consistent across all production areas. Items from the DMI are used and categorised into 3 sections:

• Behavioural Management (11 assessment items)
• Training (9 assessment items)
• Supervision (17 items)

Behaviour Management Weighting

Calculated by adding the scores (ranging from 1 for no assistance provided, to 4 for high level of assistance provided), for all 11 Behaviour Management assessment items. The total score then translates to one of four weightings:
A total score of 0–11 points has a weighting of 0 per cent
12–22 points has a weighting of –5 per cent
23–33 points has a weighting of –10 per cent
34–44 points has a weighting of –20 per cent

Level of Training Required Weighting

Calculated in a similar way to the Behaviour Management weighting, but as there are only 9 assessment items in this section the weighting scale is as follows:
A total score of 0–9 points has a weighting of 0 per cent
10–18 points has a weighting of –5 per cent
19–27 points has a weighting of –10 per cent
28–36 points has a weighting of –20 per cent

Level of Supervision Required Weighting

Has 17 assessment items and the weighting scale is as follows:
A total score of 0–17 points has a weighting of 0 per cent
18–34 points has a weighting of –5 per cent
35–51 points has a weighting of –10 per cent
52–68 points has a weighting of –20 per cent
Comparator

An employee's quantity output is measured (per hour) on two 15-minute trials at each task. A productivity percentage rate is calculated by comparing the employee’s production rate with that of a staff member performing the same task.

NB The quality of an employee's output is also considered. Any output that does not meet minimum quality requirements is subtracted from the total output in productivity calculations.

The assessor totals the points for each of the three sections of the WAT that are completed, i.e.

- Competency of Skills and Task Assessment;
- Productivity Capacity Assessment; and
- Support Requirements Assessment (including Behaviour Management/ Training and Supervision).

The points are then translated (where applicable) to weightings as described above and totalled to calculate the percentage of Pay Scale rate to be paid.

**Whether the WAT attempts to capture an employee's entire range of skills and competencies or a selection (and the type of selection)**

This WAT captures a selection of an employee's entire range of skills and competencies. Employees do not need to achieve all tasks in each assessment component. Rather, the scores are added to give a total score for each section and this then translates to a percentage weighting for each section. The score for the Competency Skills and Task Assessment is then adjusted by the weightings achieved for the Productivity Capacity Assessment and the Supervision Requirements Assessment to calculate the overall percentage of Pay Scale rate for the employee.

**Number of ratings used across each measurement (e.g. three levels for competencies [average, above average, below average])**

Employees are given a score of 0, 5 or 10 for each competency unit as follows:

- 0 if the employee is unable to perform the task at all
- 5 if the employee can perform part of the task
- 10 if the employee can perform the full task

A four-point rating scale is used to rate the Behaviour Management, Training and Supervision sections of the Support Requirements Assessment.

**Is training/supervision measured separately?**

Training and supervision are measured separately and form part of the assessment process in the Support Requirements Assessment.

**Is behaviour management measured separately?**

Behaviour management is measured separately and forms part of the Support Requirements Assessment.
Assessment types:

Method of measurement used by the tool (point in time assessment/on-going/combination)

Assessments occur annually, although employees are able to request an earlier review.

Party conducting assessment (internal/external/individual/multiple individuals involved/productivity data only)

Human Resource personnel complete the relevant Wage Assessment form for the employee's production area (i.e. CCPS/General Packaging/Food and Household Manufacturing/Textiles). This is done together with the employee's supervisors.

Weightings attached to productivity versus competency/task assessments. If fixed, state ratios. If variable, state that no fixed weighting

Competency is weighted at 100 per cent. Each of the ten competency units has a weighting of 10 per cent.

The Productivity weighting can add up to a further 20 per cent to the competency weighting score and hence to the percentage of Pay Scale rate to be paid.

Mathematical formula used by WAT

Percentage of Pay Scale rate calculated:

\[
\text{Competency of Skills and Tasks Score} + \text{Productivity Weighting} + \text{Behaviour Management Weighting} + \text{Level of Training Required Weighting} + \text{Level of Supervision Weighting} = \text{Percentage of Award Rate}
\]

NB Percentages are rounded up to the nearest five per cent of Pay Scale rate, with the minimum being 15 per cent.

Worked example:

If an employee could perform all eight of the 10 specified tasks for their production area and could perform part of the two remaining tasks, their Competency of Skills and Tasks Score would be \((8 \times 10) + (2 \times 5) = 90\) per cent.

If the employee's productivity rate was 60 per cent of the comparator rate, their Productivity Weighting would be 10 per cent.

If the employee required some assistance for most of the Behaviour Management items and scored a total of 15 points for this section, their Behaviour Management Weighting would be \(-5\) per cent.

If the employee required moderate assistance for many of the Training items and scored a total of 24 points for this sections, their Level of Training Required Weighting would be \(-10\) per cent.

If the employee required some assistance for most of the Supervision items and scored a total of 25 points for this section, their Level of Supervision Required Weighting would be \(-5\) per cent.
Using the formula

Competency of Skills and Tasks Score + Productivity Weighting + Behaviour Management Weighting + Level of Training Required Weighting + Level of Supervision Weighting = percentage of Pay Scale rate

90% + 10% – 5% – 10% – 5% = 80% of the Pay Scale rate

What percentage of an employee's wage is determined by scores in:

(a) Task competency;
(b) Work skills;
(c) Productivity;
(d) Behaviour; and
(e) Supervision.

(a) + (b) are assessed together (i.e. is one assessment component)

(c) is one assessment component

The scores are added together to give a total score for each section and this then translates to a percentage weighting for each section. Scores are adjusted accordingly by allocated weightings to calculate the overall percentage of Pay Scale rate for the employee.

Does increase in productivity result in higher wage outcome?

Productivity is not the primary indicator and consideration of this WAT, but one of three assessment components. Higher levels of productivity would contribute to a higher wage outcome. The quality of production is also considered. Any output that does not meet minimum quality standards is subtracted from the total output in productivity calculations.

Anti-regression provision

This WAT does not make this clear, however according to Jenny Pearson's report, all employees are paid at least 15 per cent of the relevant Pay Scale rate even if there wage assessment result is below this percentage.

Minimum hourly/weekly payment

According to Jenny Pearson's report, the minimum hourly rate is 15 per cent of the relevant Pay Scale.

Capping of wages. Is the maximum rate of pay capped/fixed?

The Cumberland Industries WAT specifies a maximum of 90 per cent of the applicable Pay Scale. However Cumberland Industries have advised that they do not apply a cap and the full 100 per cent is available to employees.91

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91 Telephone discussion with Cumberland Industries on 22 May 2009.
Commencement rate of pay. What is the minimum and maximum period between commencement and first wage assessment?

This information is not available.

Is there a trial period? Or a training period? Are there set wages for this period of time? Is training specifically provided once employment has commenced and prior to assessment?

This information is not available.

Are there any attempts to estimate capacity (productivity or competency) of an employee on commencement and prior to full assessment? Similarly are there any attempts to determine if training is needed?

This information is not available.

Provision of back pay available after initial assessment completed

This information is not available.

Can an advocate assist an employee in disputing/appealing a wage outcome? Is the process of disputing/appealing wage outcomes clear? Avenues of external appeal

The organisation's Employee Grievance and Disputes Procedure states employees may appeal a wage decision. An advocate is also able to request a wage assessment and review at any time to assist an employee if necessary.

What is the period of time between initial assessment or wage review and corresponding pay increase? (for example. Immediate, next pay period, following financial year?)

This information is not available.

Other differentiating factors

N/A.

The qualifications/expertise or training of the party conducting the assessment

All of the wage assessments are conducted by accredited Cumberland staff that have Certificate IV in Workplace Training and Assessment. Supervisors also contribute to wage assessments.

Is the maximum rate of pay lower than the applicable Pay Scale rate?

According to the sample Australian Workplace Agreement provided, the wage rates contained in the Agreement appear to be capped at 90 per cent of the Furniture and Furnishings (NSW) Pay Scale rate. However, Cumberland Industries have advised that they do not apply a cap and the full 100 per cent is available to employees.92

92 Telephone discussion with Cumberland Industries on 22 May 2009.
Elouera Association Inc.

Whether the tool is a derivative or an adaptation of another tool

The tool incorporates key BSWAT areas. The level of detail and the nature of the assessment items are different because Elouera developed the tool based on the principles of the BSWAT but developed their own productivity and competency measurements.

The purpose for which the tool is used

This WAT is used to determine an employee’s wage based on their competencies and productivity rates. The tool has also been designed to recognise employees’ progress. All employees are assessed using this WAT against the LHMU Pay Scale, based on industry and co-worker competencies.

The type of work being assessed

The type of work at Elouera includes recycling, laundry work, manufacturing, assembly work, plant work, painting and packaging.

Whether existing wage and classification structure is integral to the current WAT, or whether the tool determines a pro rata capacity assessment which can easily be applied to any wages and classification.

This WAT determines a pro rata capacity assessment which is then used to work out the percentage of award payment under LHMU Pay Scale.

Has the WAT been incorporated into an agreement?

According to Jenny Pearson's report, the WAT has been incorporated as a variation to the Elouera Association’s Australian Workplace Agreements, previously approved by the Office of the Employment Advocate (OEA).

The current source of wage rates under the WAT

The current source of wage rates under the WAT is the LHMU Pay Scale.

What classifications and levels are used?

Grades 1 to 4 of the LHMU Pay Scale are applied.

Whether (and how) the tool measures competency only and/or productivity:

- type of core competencies measurement (i.e. what does the tool measure?) and data sources;
- types of task skill measurement and data sources;
- types of productivity measurement (time based, unit based) and data sources (e.g. production data, structured observations, unstructured observations);
- comparator used (‘ideal’ employee/average employee/supervisor etc).
Task productivity assessment

Four core areas of Task Productivity are assessed:

- Component manufacture;
- Assembly;
- Plant; and
- Painting and Packaging.

The tasks are broken down into assessable units or job skill components, some of which are assessed on the basis of productivity timing and some on the basis of competency.

For example, Task 1, Docking Boards, has the following task components:

- Docking Planking and Bearers (Productivity Assessment)
- Set up Saws and Stops Panel, Multi Rip and Docking (Competency assessment)
- Process Planking on Multirip Saw (Productivity assessment)
- Point Survey Pegs (Productivity assessment)
- Tail out Ply and Survey Pegs (Competency assessment)
- Maintain Work Area (keep sawdust clear of bridge and floor) (Competency assessment)
- Cut Ply Sheet to Specified Size (Productivity assessment).

The productivity assessment is based on 1.5 hour timings which need to be conducted at least three times each. Productivity for each Task Skills component is measured during three random 1.5 hour time periods over two weeks at different times of the day and week. Employees are advised that they may be timed when undertaking certain tasks although they may not be aware of when the timing is done. Productivity is measured as a proportion of the productivity rate that can be achieved by a supervisor, or by other employees if this rate is higher, and results in a percentage rating.

Productivity is a percentage of the able-bodied productivity rate for the task component.

Core Skills competency assessment

Competency based assessments are not production related, but are deemed by Elouera as equally important and include:

- Workplace Health and Safety Practices;
- Communicate in the workplace;
- Team Work and Communications; and
- Applying Quality Standards.

Competency is a percentage according to the rating category selected by the assessor as per the table below (in Question 10). The same rating scale is used for the Task components that are competency assessed (rather than productivity assessed). In the event that an employee achieves a rating below 100 per cent and are deemed not competent, this information will be used to identify any training and individual planning needs for the employee.
Appendix A: Wage Assessment Tool Audits

Data sources

There is a Test Sheet for each assessment item and this identifies the Key Performance Indicators (drawn from National Industry Standards) against which the employee is assessed. Staff directly working with employees collect and gather assessment data in the month preceding the employee’s Individual Plan Meeting/annual review.

Whether the WAT attempts to capture an employee’s entire range of skills and competencies or a selection (and the type of selection)

This WAT captures a selection of an employee’s entire range of skills and competencies. Job requirements of the LHMU Pay Scale are broken down into specific work tasks in order to assess an employee’s competence and performance. Core skills are also broken down into component items/questions.

Number of ratings used across each measurement (e.g. three levels for competencies [average, above average, below average])

Five percentage levels are used to rate employee competencies.

Elouera assessors will select the rating that most closely describes the employee’s capabilities and skills. Assessors are to mark one rating for each item, adding any additional ratings where necessary (i.e. individual variation in ability).

Using the ratings, assessors are to rate each competence according to the individual’s work performance compared to a co-worker without disability or a staff member.

<table>
<thead>
<tr>
<th>Rating Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>100% – No Assistance required/Is fully capable.</td>
<td>Consistently achieves this ability with no prompts, counselling or other assistance.</td>
</tr>
<tr>
<td>80% – Requires assistance once per month/Most of the time.</td>
<td>Needs occasional, brief prompts, counselling or other support (no more than once per month).</td>
</tr>
<tr>
<td>60% – Requires assistance once per week/some of the time.</td>
<td>Needs occasional, brief prompts, counselling or other support (no more than once per week).</td>
</tr>
<tr>
<td>40% – Requires assistance once per day/Occasionally.</td>
<td>Needs occasional, brief prompts, counselling or other support (no more than once per day).</td>
</tr>
<tr>
<td>20% – Requires full support at least once per hour/never.</td>
<td>Needs more frequent and intensive prompts, counselling, physical assistance or other support (at least once per hour or more).</td>
</tr>
<tr>
<td>(N/A) –</td>
<td>Not applicable to this employee.</td>
</tr>
</tbody>
</table>

Is training/supervision measured separately?

Training forms part of the overall assessment. Levels of support are also identified.

Is behaviour management measured separately?

Behaviour management is incorporated in the entire assessment process, through assessing the employee’s communication skills in the workplace and team work.
**Assessment types:**

Method of measurement used by the tool (point in time assessment/on-going/combination)

Reviews are conducted annually.

Party conducting assessment (internal/external/individual/multiple individuals involved/productivity data only)

Internal. Elouera staff conduct wage assessments.

**Weightings attached to productivity versus competency/task assessments. If fixed, state ratios. If variable, state that no fixed weighting**

The tool is weighted 50 per cent productivity and 50 per cent capacity.

**Mathematical formula used by WAT**

*Pro Rata wage rate calculation:*

\[
\frac{(\text{Average Weighted Productivity Percentage} + \text{Average Competency Percentage})}{2}
\]

Task skills and Core Competencies assessment items all result in percentage ratings. For competency assessment, only ratings of 100 per cent are counted in wage calculation. (Although in some cases, judged on merit, ratings of 80 per cent may be classed as competent, i.e. considered to be 100 per cent).

Each Task Skill component is weighted according to its contribution to the total task. The percentage rating for each task component is multiplied by the task component weighting and all results are added to produce the overall percentage rating for the whole task.

No weightings are used for Core Competencies and an average percentage rating is calculated for each of the four Core Competencies by adding the percentage ratings for each item and dividing by the number of items. The average percentage rating achieved for Competencies is added to the average percentage rating for Productivity and this total is then divided by two. This yields a percentage rate applied to the award wage to determine the employee’s applicable wage.

**What percentage of an employee’s wage is determined by scores in:**

(a) Task competency: 50 per cent.
(b) Work skills.
(c) Productivity: 50 per cent.
(d) Behaviour.
(e) Supervision.

(b), (d) and (c) are incorporated into both task competency and productivity.

(e) is considered in the competency assessment rating scale.
**Does increase in productivity result in higher wage outcome?**

Yes an increase in productivity will result in a higher wage outcome.

**Anti-regression provision**

This information is not available.

**Minimum hourly/weekly payment**

The minimum rate of pay adopted for all wage outcomes is 15 per cent of Grade 1 of the LHMU Pay Scale.

**Capping of wages. Is the maximum rate of pay capped/fixed?**

There is no information indicating that wages are capped or the maximum rate of pay is capped or fixed. Based on the assessment method and wage calculation formula, it should be possible for an employee to achieve 100 per cent of the Pay Scale wage.

**Commencement rate of pay. What is the minimum and maximum period between commencement and first wage assessment?**

The commencement rate of pay is not specified, although the minimum rate of pay adopted for all wage outcomes is 15 per cent of Grade 1 of the LHMU Pay Scale. Initial wage assessments are to occur within three months of an employee commencing employment.

Once the assessors, management, employee and parent, guardian or advocate have discussed the assessment and agreed on the fairness of the wage outcome, the wage determination is signed off and becomes part of the new Australian Workplace Agreement for the employee.

**Is there a trial period? Or a training period? Are there set wages for this period of time? Is training specifically provided once employment has commenced and prior to assessment?**

There is no information regarding a trial period, however the tool is linked to training. New employees are given induction training and the tool is used in identifying training needs, as well as allowing employees to discuss their career plan with Elouera. Training forms part of the overall assessment system.

The task competencies assessed by the tool are based on National Industry Standards and every task item assessed has a test sheet documenting the National Standards against which the employee is assessed.

**Are there any attempts to estimate capacity (productivity or competency) of an employee on commencement and prior to full assessment? Similarly are there any attempts to determine if training is needed?**

This information is not available.

**Provision of back pay available after initial assessment completed**

This information is not available.
Can an advocate assist an employee in disputing/appealing a wage outcome? Is the process of disputing/appealing wage outcomes clear? Avenues of external appeal

Yes an advocate is able to assist an employee in disputing a wage outcome as the assessors, management, employee and advocate are able to discuss the assessment and agree on the fairness of the wage outcome. In the event that there are concerns regarding an assessment outcome, the matter should be raised in the employee’s annual individual plan/review meeting and discussed before the wage determination is signed off and becomes part of the new Australian Workplace Agreement for the employee.

What is the period of time between initial assessment or wage review and corresponding pay increase? (e.g. immediate, next pay period, following financial year)

Initial assessment is not done until the employee has been with Elouera for at least three months but it is unclear when any corresponding wage increase is to take effect. Individual Plan/ Review Meetings thereafter occur annually.

Other differentiating factors

The assessors are supervised by the Elouera Association Human Resources Officer and all assessments are reviewed by the General Manager who developed the tool.

The qualifications/expertise or training of the party conducting the assessment

Assessors have Certificate IV Workplace Training and Assessment Qualifications, in addition to in-house training in the wage assessment process.

Is the maximum rate of pay lower than the applicable Pay Scale rate?

Employees are able to earn 100 per cent of the applicable Pay Scale rate.
Endeavour Industries Ltd

**Whether the tool is a derivative or an adaptation of another tool**

Although Endeavour considered both the SkillsMaster and Greenacres WATs, the organisation found them unsuitable and developed their own WAT.

**The purpose for which the tool is used**

The Endeavour WAT assesses both competency and productivity but is focused on developing basic work competencies and job skills.

**The type of work being assessed**

Commercial, industrial laundry and linen work, warehouse packaging and administration.

**Whether existing wage and classification structure is integral to the current WAT, or whether the tool simply determines a pro rata capacity assessment which can easily be applied to any wages and classification.**

The WAT determines a pro rata capacity assessment which is then applied to the LHMU Pay Scale rate in the Enterprise Agreement.

**Has the WAT been incorporated into an agreement?**

The Endeavour WAT is incorporated in the Endeavour Industries Limited Supported Employees Enterprise Agreement 2003.

**The current source of wage rates under the WAT**

The WAT refers to Grade 1 of the LHMU Pay Scale.

**What classifications and levels are used?**

Grade 1 of the LHMU Pay Scale is used, and is equal to Level 10 of the wage levels in the WAT.

As at January 2006, the following wage levels were in use:
## Appendix A: Wage Assessment Tool Audits

<table>
<thead>
<tr>
<th>Level</th>
<th>% of Pay Scale rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level 1c</td>
<td>11.60%</td>
</tr>
<tr>
<td>Level 1b</td>
<td>14.40%</td>
</tr>
<tr>
<td>Level 1a</td>
<td>17.20%</td>
</tr>
<tr>
<td>Level 2c</td>
<td>20.00%</td>
</tr>
<tr>
<td>Level 2b</td>
<td>22.80%</td>
</tr>
<tr>
<td>Level 2a</td>
<td>25.60%</td>
</tr>
<tr>
<td>Level 3c</td>
<td>28.40%</td>
</tr>
<tr>
<td>Level 3b</td>
<td>30%</td>
</tr>
<tr>
<td>Level 3a</td>
<td>35%</td>
</tr>
<tr>
<td>Level 4</td>
<td>40%</td>
</tr>
<tr>
<td>Level 5</td>
<td>50%</td>
</tr>
<tr>
<td>Level 6</td>
<td>60%</td>
</tr>
<tr>
<td>Level 7</td>
<td>70%</td>
</tr>
<tr>
<td>Level 8</td>
<td>80%</td>
</tr>
<tr>
<td>Level 9</td>
<td>90%</td>
</tr>
<tr>
<td>Level 10</td>
<td>100%</td>
</tr>
</tbody>
</table>

Schedule A (to the Enterprise Agreement) lists the wage rates, complete with the list of rates for each classification or wage level and Schedule C outlines the relationship of classifications and assessments.

**Whether (and how) the tool measures competency only, productivity only or competency and productivity; analysis could be carried out on different elements of this such as:**

- type of core competencies measurement (i.e. what does the tool measure?) and data sources;
- types of task skill measurement and data sources;
- types of productivity measurement (time based, unit based) and data sources (e.g. production data, structured observations, unstructured observations); and
- comparator used ('ideal' employee/average employee/supervisor etc).

Assessments are carried out over a three month period and each assessment is based on a set of criteria that is aligned to a rating scale. This rating is then used to determine the employee's abilities in carrying out tasks and the level of support required. An overall score can then be calculated. An employee is able to progress to a higher wage level by achieving and maintaining for three months a score of three or higher for all Work Associated Competency items at a particular job level and achieving one more than the minimum Task Skills score specified for the next wage level. For Wage Level 3 and above, there are also productivity requirements for progression to the next wage level. This is made clear to the employee so as to promote and encourage advancement to a higher wage level.

### Types of core competencies

The tool measures work associated competencies in eight areas:

- Occupational Health and Safety
Appendix A: Wage Assessment Tool Audits

- Punctuality and Attendance
- Personal Appearance and Hygiene
- Staying on Work Task
- Communication
- Behaviour
- Team and Independent Work Practices
- Responsibility

There are performance indicators for each area in each wage level. The Work Associated Competency (WAC) Assessment Record is completed on at least three occasions during the wage assessment period. A six-point scale is used to indicate the assistance and level of support required and is as follows:

- once an hour
- once a day but not every hour
- once a week but not every day
- once a month but not every week
- requires minimal assistance
- does not require assistance

*Types of task skill measurement*

Assessments relate to specific job skills with their own checklist. While employees are encouraged to undertake different job skills, an example of job skills an employee may undertake in the Laundry area include:

- Operate dryers
- Operate washing machines
- Operate sheet ironer
- Fold and sort towels
- Assess damaged goods
- Repair damaged goods

The Job Skills checklists have two sets of requirements:

- one based on observations of the worker’s ability to perform the tasks and the level of supervision required; and
- a set of questions about the tasks that are asked of the worker by the supervisor.

The observation items are rated on a six-point scale:

- Can perform this item with very high level of supervision – hourly
- Can perform this item with high level supervision – every day
- Can perform with moderate supervision – every 2–3 days
- Can perform with some supervision – weekly
• Can perform with occasional supervision – once or twice a month
• Can perform this item with minimal supervision

The Question and Answer items are scored on the following six-point scale:

• Requires constant prompting
• Requires considerable prompting
• Requires moderate prompting
• Requires minimal prompting
• Knows answer
• Understands answer

Types of productivity measurement and data sources

Comparator

Workers at Level 3 or above are assessed for productivity against a comparator standard set by a supervisor over an average of at least three trials of the task. The comparator standard is known as a Productivity Standard Performance Measure (PSPM).

An employee is assessed on at least three occasions for three separate tasks, which is measured against the PSPM comparator. The types of productivity measurement can either be time based or unit based.

A productivity percentage rate is calculated by comparing an employee’s average productivity score with the comparator PSPM and documented as either ‘time taken’ or ‘units produced’ used as appropriate.

The results of the assessments are documented on the Job Skills Assessment Record Form, the Work Associated Competencies Record Form and if necessary the Performance Measurement Form (for productivity). These are then transferred onto a Wage Assessment Form where the Disability Services Coordinator (DSC) enters the scores into the Employee Wage Assessment Calculator.

Data sources

Assessments are determined from progress notes, supervisor feedback and observations from the assessment period.

Whether the WAT attempts to capture an employee’s entire range of skills and competencies or a selection (and the type of selection)

The WAT determines the associated work competencies (i.e. the eight core competencies) for each wage level and assesses the worker for each job skill that they have undertaken in the past 12 months. Each job skill in the WAT is linked to a national competency standard, enabling wage assessment data to be used in national training programs.
Number of ratings used across each measurement (e.g. three levels for competencies [average, above average, below average])

Each assessment is based on a set of performance criteria and rated in line with rating scales similar to that found in the Disability Maintenance Instrument (DMI) the rating scales take into account the person’s ability to carry out a task and the level of support required.

For example, the Job Skill in Operate Dryers in the Laundry area will have an Observation Scale as follows:

- Can perform this item with very high level of supervision – hourly
- Can perform this item with high level supervision – every day
- Can perform with moderate supervision – every 2–3 days
- Can perform with some supervision – weekly
- Can perform with occasional supervision – once or twice a month
- Can perform this item with minimal supervision

There are also five Question and Answer items for the Job skill Operate Dryers and items are scored are scored on a six point scale as follows:

- Requires constant prompting
- Requires considerable prompting
- Requires moderate prompting
- Requires minimal prompting
- Knows answer
- Understands answer

The Work Associated Competency (WAC) Assessment Record is completed on at least three occasions during the assessment period and this uses a six point scale to indicate the level and support required:

- once an hour
- once a day but not every hour
- once a week but not every day
- once a month but not every week
- required minimal assistance
- does not require assistance

The results of assessments are documented in summary as follows:

- Job Skills Assessment Record Form made up of observations from the employee’s ability to undertake tasks, and the level of supervision required, as well as answers to a set of questions about the task asked by the supervisor. These observation items are rated on a six point scale.
- The Work Associated Competencies Record Form using a six-point scale; and where appropriate
- The Performance Measurement Form (for productivity).
The results are all then transferred onto a Wage Assessment Form.

**Is training/supervision measured separately?**

Training is not measured separately and is part of skills development. If an employee requires training, it will be arranged and included as part of an employee's normal working hours. Employees are able to attend on-the-job training, in-service education and continuing education programs which are deemed appropriate to their ability and work.

Supervision is also incorporated as the tool contains checklists to record whether an employee can undertake a task and the level of supervision and assistance they may need.

**Is behaviour management measured separately?**

Behaviour is one of the eight areas in the WAC for each wage level.

In addition, ‘managing challenging behaviour’ is addressed in the organisation’s enterprise agreement whereby should an employee demonstrate challenging behaviour warranting dismissal, severe discipline or suspension, every effort will be made to ensure the employee understands the reasoning behind any such decision.

**Assessment types:**

**Method of measurement used by the tool (point in time assessment/on-going/combination)**

Assessments are conducted over a three month period with performance reviewed at four months and eight months and Individual Performance Planning [IPP] meetings occur once a year.

Employees are assessed on each job skill they have undertaken in the past 12 months, and the assessment process is done over a three month period. Where evidence suggests that an employee has maintained a higher rating (for a minimum of three months), the employee will be moved to a higher classification level.

**Party conducting assessment (internal/external/individual/multiple individuals involved/productivity data only)**

Internal assessors (support workers) conduct the assessment. The support workers document their observations and record daily progress or incidents that occur.

**Weightings attached to productivity versus competency/task assessments. If fixed, state ratios. If variable, state that no fixed weighting**

Due to the nature of the tool, there is no fixed weighting for competency and task assessments.

**Mathematical formula used by WAT**

Assessors use a Job Skill Checklist, a WAC form and where necessary the Performance Measurement Form (for productivity), when conducting the wage assessment. This is then transferred to a Wage Assessment Form.
NB The wage calculation was not provided to Jenny Pearson and her report is based on a verbal explanation provided by Endeavour. All job skill gradings for an employee are totalled to produce the Total of Task Ratings score.

A worked example of an employee operating dryers is as follows:

There are 16 assessment items for this job skill and the minimum score for this job skill is 10. A worker may achieve the following results:

- 0 items with a rating of 6
- 5 items with a rating of 5
- 6 items with a rating of 4
- 5 items with a rating of 3
- 0 items with a rating of 2
- 0 items with a rating of 1

Starting from the count for rating 6, then rating 5 and so on, until the counts are added until the total is more than the minimum score set for that particular job skill.

Starting at rating 6 and adding the number of items for each rating until the total is more than the minimum score is 11 (one more than the minimum score for this job skill).

i.e. 0 (rating 6 items) + 5 (rating 5 items) + 6 (rating 4 items) = 11

As a result, this employee achieves a score of 4 for this job skill, as this was the rating at which the minimum score was passed.

According to Endeavour, the rationale for this method is it is more reliable than averaging the ratings an employee achieves across all items.

In order for employees to progress, a total of at least 10 points must be achieved for the worker to advance to wage Level 1b, 18 points for Level 1a, 24 points for Level 2c and so on.

The employee must also achieve a score of at least 3 for all of the Work Associated Competencies of the next wage level in order to progress.

The productivity percentage score is used to determine wage levels for employees who have achieved wage Level 2a and seek to progress beyond this level.

Productivity is assessed at eight wage levels and is as follows:

Levels 3c, 3b, 3a, 4, 5, 6, 7, 8, 9 and 10.

The range of job skills becomes more complex as an employee moves towards Level 10. For an employee to progress to the next level, the required level of productivity, job skills score (total task ratings score), and WAC score must all be achieved.

Employees at Levels 1c to 2a must consistently maintain their scores in job skills and WAC components. For workers at Levels 3 to 10, consistent scores must be maintained across job skills, WAC and productivity.
In summary

Employee Wage Assessment Result = Total of Task Ratings Score calculated from Job Skills Checklist + Work Associated Competencies Level + Productivity Percentage (for Levels 3 and higher) – all according to the results specified for each Wage Level.

What percentage of an employee's wage is determined by scores in:
(a) Task competency.
(b) Work skills.
(c) Productivity: Nil until Wage Level 3.
(d) Behaviour.
(e) Supervision.

Unclear on the face of the tool and the Jenny Pearson report.

Does increase in productivity result in higher wage outcome?

Productivity is a component of the wage assessment from Wage Level 3 onwards. From this point, higher productivity can result in a higher wage outcome, provided that Job Skills (Task Ratings) and Work Associated Competencies requirements are also met.

Workers can increase their Total of Task Ratings score by increasing the number of job skills they undertake.

According to the Enterprise Agreement increases in productivity are fundamental to increases in remuneration. As a result, an employee's productivity will be assessed at least annually against predetermined criteria. Additional bonus payments may result and paid to employees as a one-off payment (Clause 4.3 of the Agreement).

Anti-regression provision

No. If an employee shows a deterioration of their skills in a wage assessment review, a second assessment will be conducted. An employee's wage cannot be increased or decreased unless the change is confirmed over an assessment period (three months).

Minimum hourly/weekly payment

The minimum rate of pay for an employee covered by the organisation's Enterprise Agreement is outlined in Schedule A and is Level 1c, with an hourly rate of 11.6 per cent of the LHMU Pay Scale Grade 1 rate.

Capping of wages. Is the maximum rate of pay capped/fixed?

Wages are not capped and the maximum rate of pay (i.e. level 10), is equal to 100 per cent of the LHMU Pay Scale rate.

Commencement rate of pay. What is the minimum and maximum period between commencement and first wage assessment?

Clause 3.1 of the Agreement states that upon commencement of employment an employee will undertake assessment having regard to their skills, experience and qualifications.
Is there a trial period? Or a training period? Are there set wages for this period of time? Is training specifically provided once employment has commenced and prior to assessment?

There is no specified trial or training period, however results from the assessment serves as the basis for future goals for the employee. Training is and can be provided to employees by way of ‘on-the-job’ training with supervisory and support staff and employees are able to participate in accredited training.

A probationary period of three months will apply to all new employees. During this time employees will be monitored, although it is unclear what wages they are to receive.

Are there any attempts to estimate capacity (productivity or competency) of an employee on commencement and prior to full assessment? Similarly are there any attempts to determine if training is needed?

Upon receiving employment, an employee is to undertake an assessment and an employee’s experience in skills and qualifications will be considered.

 Provision of back pay available after initial assessment completed

This information is not available.

Can an advocate assist an employee in disputing/appealing a wage outcome? Is the process of disputing/appealing wage outcomes clear? Avenues of external appeal

Yes, employees are encouraged to seek support if required and necessary from an external advocacy service should they wish to dispute or appeal a wage outcome.

Any appeal is initially reviewed by a panel including the Disability Services Coordinator (DSC) and the Human Services Manager and any other relevant and qualified person. If the matter is still deemed to be unsatisfactory for the employee, the matter is then referred to an independent assessor from an external organisation. In the event that the employee is still not satisfied with the outcome, a formal complaint will need to be lodged in accordance with Endeavour’s Grievance and Complaints Procedure (Clause 7.1 of the Agreement).

Advocates or parents may attend the IPP meeting at which the employee’s wage assessment is discussed.

What is the period of time between initial assessment or wage review and corresponding pay increase? (e.g. immediate, next pay period, following financial year)

The assessment is conducted over a three month period on job skills undertaken in the previous 12 months. The wage review is conducted the following month after the assessment process is complete, however if a change (decrease or increase) to an employee’s wage is determined, it is unclear as to when it would take effect (i.e. next pay period or later). Although, the employee must have maintained the requirements for the next level for a period of three months before the wage rise or decrease is approved.
Other differentiating factors

Assessments are conducted over a three month time period to ensure the results are not based on a one-day performance.

Endeavour also provides additional support services including:

- Vocationally-related training
- work experience
- assistance with progression to open employment

There is a three month 'hold off' period before wage increases or decreases are approved. Employees have to demonstrate that they have maintained the requirements for wage progression during this three month period.

The qualifications/expertise or training of the party conducting the assessment

Assessments are conducted by support workers with Certificate IV qualification in Workplace Training and Assessment.

Is the maximum rate of pay lower than the applicable Pay Scale rate?

The maximum rate of pay (i.e. Level 10) is 100 per cent of the LHMU Pay Scale rate.
Finding Workable Solutions (FWS)

Whether the tool is a derivative or an adaptation of another tool

This tool is neither a derivative tool nor an adaptation of another tool.

The purpose for which the tool is used

The FWS tool is used to assess the wages of FWS employees and is based on three components:
- Industry Standards/Competencies Assessment
- Key Workplace Competencies Assessment
- Productivity Assessment

The type of work being assessed

The FWS Industry Competencies Level Assessment document states that the work areas under the tool include:
- Greenkeeping, lawn and garden services
- Cake and pastry baking
- General storeworker
- Clothing manufacturing
- Car cleaning services
- Caretaking and cleaning

Whether existing wage and classification structure is integral to the current WAT, or whether the tool determines a pro rata capacity assessment which can easily be applied to any wages and classification

This tool determines a pro rata capacity assessment which can then be applied to any wages and classification.

Has the WAT been incorporated into an agreement?

The FWS WAT is incorporated in the organisation’s Enterprise Agreement 2003–2005.

The current source of wage rates under the WAT

This information is not available. Documentation provided by FWS for Jenny Pearson’s 2005 report indicated that the full wage was aligned to Grade 1 of the Pay Scale derived from the General Store Worker, Packers, Wholesale Sellers and Distributors (State) Award (SA) and that this was the highest Pay Scale rate applicable to any of the types of employment offered by FWS businesses.

What classifications and levels are used?

This information is not available.
Whether (and how) the tool measures competency and/or productivity:

- type of core competencies measurement (i.e. what does the tool measure?) and data sources;
- types of task skill measurement and data sources;
- types of productivity measurement (time based, unit based) and data sources (e.g. production data, structured observations, unstructured observations); and
- comparator used ('ideal' employee/average employee/supervisor etc).

There are three main components to the WAT. They are:

- Industry Standards Assessment;
- Key Workplace Competencies Assessment; and
- Productivity Assessment.

**Industry Standards/Competency Levels Assessment**

Workers are assessed against the identified competencies required for their work area. NTIS-linked competencies are listed for each work area. For example, for FWS Lawn & Garden Service (Greenkeeper Level 1), the competencies are:

- Support garden work (NTIS competency RTF1004A)
- Operate basic machinery and equipment (RTC1301A)
- Prune shrubs and small trees (RTF2017A)

Each competency achieved is recorded (with a P or X). There are three levels of competency level achieved:

- Entry
- Trainee
- Competent

Each competency is broken down into task element competencies. For example, Operate Basic Machinery & Equipment (RTC1301A) has three task elements:

- Prepare basic machinery and equipment for use
- Operate basic machinery and equipment
- Check, clean and store machinery and equipment

Each task element has sub-competencies. For example, the sub-competencies for 01 are:

- Machinery selected in accordance with supervisor's instructions. Routine pre-operational checks carried out:
  - Fuel and oil levels correctly maintained
  - Blades or line in good condition. Correctly replaced if required
- Unsafe or faulty machinery identified and reported
- OHS&W hazards identified and reported.
- The supervisors mark these sub-competencies as achieved (yes/no) and also identify any training areas that are indicated.
Key Competencies Measurement

Each key indicator and key workplace competency is scored between 0 and 5 based on the worker’s skill or knowledge of the item and the amount of support they require to achieve it. Support is incorporated in the Key Competencies Assessment and is:

- Any assistance direction or prompting provided by FWS staff on the worksite.
- Any guidance and/or direction above that which a regular employee in the open work force would expect.
- Requirements for quality checks above those which could be expected in any regular employment setting.
- All supervisory staff individually scores a key competencies checklist for each client they regularly work with.

The scores are then collated to give an average for each client for each competency.

The scores for each group of competencies is averaged, and weighted to total 100 points:

<table>
<thead>
<tr>
<th>Competency</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>OHS&amp;W</td>
<td>25</td>
</tr>
<tr>
<td>Quality</td>
<td>25</td>
</tr>
<tr>
<td>Communication</td>
<td>20</td>
</tr>
<tr>
<td>Working with others</td>
<td>15</td>
</tr>
<tr>
<td>Personal skills</td>
<td>15</td>
</tr>
</tbody>
</table>

A key competency score of 80 per cent or more shall count as 100 per cent.

Competencies relevant to each work area were obtained through the National Information Training Service (NTIS). Where NTIS competencies were not available, FWS developed their own competencies through a task analysis, following the NTIS format wherever possible.

Data sources

Direct observatory assessment of supervisors of employees over three months, are collected in:

- key competency data sheets; and
- productivity data sheets

Productivity Measurement

- Principles of SWS are used as a guideline
- Work units are identified in consultation with each individual worker, their support workers and supervisors or coordinators.
- Key tasks are defined and able bodied rates are established for each work area.
- Supervisors will collect productivity data at several different times during the three months preceding a worker’s reassessment.
- At least three times will be recorded for each worker for each task. More times will be recorded if large variations are apparent.
- The final productivity figure will be an average of productivity for all key tasks assessed.
Comparator

To assess productivity, Able Bodied Rates (ABR) are set by timing able-bodied workers doing the same task under same conditions as the worker to be assessed.

In cases where a direct comparison with workers outside the organisation was possible, this method was used (i.e. lawn and garden workers, car washing, wood yard).

Where a comparison with workers outside the organisation is not possible, support workers and supervisors are timed doing the same task under the same conditions.

Whether the WAT attempts to capture an employee’s entire range of skills and competencies or a selection (and the type of selection)

The tool attempts to capture a selection of the employee’s skills and competencies. The WAT provides that in identifying work units or elements for workers to be assessed against, workers are only assessed on the tasks they undertake.

Number of ratings used across each measurement (e.g. three levels for competencies [average, above average, below average])

Industry Standards Level

Entry level – able to perform one or more task elements = 50 per cent of the full wage

Trainee level – able to perform one or more industry competencies = 75 per cent of full wage

Competent level – able to perform all selected industry competencies in main area of employment = 100 per cent of full wage

Key Competencies

Each indicator within the Key Competencies is scored on a scale from 0 to 5.

The Key Competencies are weighted as follows, such that the maximum possible score would be 100 points:

Occupational Health and Safety  25 points
Quality  25 points
Communication  20 points
Working with others  15 points
Personal skills  15 points

Productivity

Key task elements are timed and calculated as a percentage of the able bodied rate.

Is training/supervision measured separately?

No. Support required by the employee is integrated into the scoring scale definitions for Key Competencies assessment. Support is defined for this scoring scale as including any
assistance, direction, prompting, guidance or requirements for quality checks above those of a regular employment setting.

Assessment information may be used to develop training goals.

**Is behaviour management measured separately?**

Appropriate workplace behaviour is taken into account in the competency and productivity assessments but is not assessed separately. Behaviour management as such is not recorded in any of the WAT documentation.

**Assessment types:**

Method of measurement used by the tool (point in time assessment/on-going/combination)

Employees are observed and assessed over a three month period for their industry competency, key competency and productivity assessments. Reassessments are conducted annually or more often if required.

Party conducting assessment (internal/external/individual/multiple individuals involved/productivity data only)

Internal FWS supervisors conduct the wage assessments. Each supervisor who works regularly with the employee completes the competency assessments.

Outlet Coordinators will collate the checklist results and address and significant variations between the assessments of individual supervisors.

**Weightings attached to productivity versus competency/task assessments. If fixed, state ratios. If variable, state that no fixed weighting.**

Equal weightings are attached to the three main assessment components in this wage assessment tool and are:

- Industry Competencies Level Assessment
- Key Competencies Assessment
- Productivity Assessment.

**Mathematical formula used by WAT**

\[ \text{Industry Standards Level} \times [\text{Key Competencies} \% \times \text{Productivity} \%] \]

**What percentage of an employee's wage is determined by scores in:**

(a) Task competency: 33.3 per cent.
(b) Work skills: 33.3 per cent.
(c) Productivity: 33.3 per cent.
(d) Behaviour.
(e) Supervision.
**Does increase in productivity result in higher wage outcome?**

Yes, although the tool also measures an employee’s key competencies and industry standards skills levels.

**Anti-regression provision**

No. According to Jenny Pearson’s report if the annual reassessment results in a lower assessed wage, a training program is designed by the client’s work supervisor in conjunction with the client and the Client Services Coordinator and the client’s wages are maintained for a period of twelve months from the date of agreement on the training program. If after twelve months further reassessment still indicates a lower wage level, the client’s wages will be decreased.

**Minimum hourly/weekly payment**

Yes. Both Jenny Pearson’s report and the FWS WAT provides that a client who commences employment will initially be paid at the ‘current minimum rate’, but does not specify what that minimum rate is.

**Capping of wages. Is the maximum rate of pay capped/fixe**d?

This information is not available.

**Commencement rate of pay. What is the minimum and maximum period between commencement and first wage assessment?**

Both Jenny Pearson’s report and the FWS WAT provides that a client who commences employment will initially be paid at the ‘current minimum rate’, but does not specify what that minimum rate is.

**Is there a trial period? Or a training period? Are there set wages for this period of time? Is training specifically provided once employment has commenced and prior to assessment?**

There is a probationary period of three months, and during this time Jenny Pearson’s report states that employees are paid ‘at the current minimum rate’.

**Are there any attempts to estimate capacity (productivity or competency) of an employee on commencement and prior to full assessment? Similarly are there any attempts to determine if training is needed?**

The FWS WAT provides that an employee will be ‘fully assessed after a three-month probationary period.’

**Provision of back pay available after initial assessment completed**

Yes. According to Jenny Pearson’s report, once an employee’s assessment is completed and wage level determined, any difference between the ‘minimum rate and their assessed wage is back paid.’
Can an advocate assist an employee in disputing/appealing a wage outcome? Is the process of disputing/appealing wage outcomes clear? Avenues of external appeal

Wage outcome and assessment results are provided to the employee and their advocate.

If an employee disputes their wage assessment, they will discuss it with their Client Services Coordinator and Supervisor. If agreement cannot be reached then the matter shall be considered a complaint and the Client Services Coordinator shall assist the employee to pursue the matter according to the FWS guidelines. However these guidelines have not been provided.

What is the period of time between initial assessment or wage review and corresponding pay increase? (e.g. immediate, next pay period, following financial year)

After an employee's assessment, the worker is advised of the assessment results and wage outcome in writing. These assessments are then tabled and discussed at the annual Individual Career Plan (ICP) meeting, and any wage increase applies from the date of the ICP meeting.

Other differentiating factors

In assessing an employee’s productivity, where a comparison with workers outside the organisation is not possible, support workers and supervisors are timed doing the same task under the same conditions.

The qualifications/expertise or training of the party conducting the assessment

All supervisors involved in the assessment are required to hold qualifications in Workplace Training and Assessment, or have received internal FWS training.

Is the maximum rate of pay lower than the applicable Pay Scale rate?

This information is not available.
GDP Industries

Whether the tool is a derivative or an adaptation of another tool

The tool is neither a derivative nor an adaptation of another tool.

The purpose for which the tool is used

Wage assessment is based on the three elements of competency, tasks and productivity.

The type of work being assessed

The work areas in GDP Industries are:

- Recycling Centre (Shop and Top Deck);
- Packaging Section;
- Woodwork Section; and
- Steel Section.

Whether existing wage and classification structure is integral to the current WAT, or whether the tool determines a pro rata capacity assessment which can easily be applied to any wages and classification

The existing wage and classification structure is integral to this WAT. The wage rates are aligned to Grade 2 of the LHMU Pay Scale adjusted to reflect the 33.75 hours worked per week.

An assessment is conducted on an employee's performance, assessed on the employees' average competency, standard of task and productivity rates.

These standard figures are then added and divided by three to form the percentage of the relevant Pay Scale rate.

Has the WAT been incorporated into an agreement?

The wage determination system is incorporated in a certified industrial agreement and linked to the rates of pay in the LHMU Pay Scale.

The wage assessment system is incorporated in the GDP Industries Supported Employees Certified Agreement 2002.

The current source of wage rates under the WAT

Wage rates aligned with Grade 2 of the LHMU Pay Scale. The wage structure for all employees is calculated on the 33.75 hours that they work.

What classifications and levels are used?

Wages are assessed as a percentage of Grade 2 of the LHMU Pay Scale.

As at 2 October 2006, according to documentation provided by the organisation, GDP Industries works 33:75 hours per week and the percentage rate so determined will be adjusted as follows:
- Hourly rate: $13.47
- Gross Weekly rate: $454.61

<table>
<thead>
<tr>
<th>% of assessed capacity</th>
<th>Wage per week</th>
<th>Super</th>
</tr>
</thead>
<tbody>
<tr>
<td>to 15%</td>
<td>$68.19</td>
<td>$6.14</td>
</tr>
<tr>
<td>to 17.5%</td>
<td>$79.56</td>
<td>$7.16</td>
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<tr>
<td>to 20%</td>
<td>$90.92</td>
<td>$8.18</td>
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<tr>
<td>to 22.5%</td>
<td>$102.29</td>
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<tr>
<td>to 25%</td>
<td>$113.65</td>
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<tr>
<td>to 27.5%</td>
<td>$125.07</td>
<td>$11.24</td>
</tr>
<tr>
<td>to 30%</td>
<td>$136.38</td>
<td>$12.27</td>
</tr>
<tr>
<td>to 32.5%</td>
<td>$147.75</td>
<td>$13.30</td>
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<td>to 35%</td>
<td>$159.11</td>
<td>$14.32</td>
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<tr>
<td>to 37.5%</td>
<td>$170.48</td>
<td>$15.34</td>
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<td>to 40%</td>
<td>$181.84</td>
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<td>to 42.5%</td>
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<tr>
<td>to 45%</td>
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<td>to 47.5%</td>
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<td>to 62.5%</td>
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<td>$32.73</td>
</tr>
<tr>
<td>to 100%</td>
<td>$454.61</td>
<td>$40.91</td>
</tr>
</tbody>
</table>

Whether (and how) the tool measures competency only, productivity only or competency and productivity; analysis could be carried out on different elements of this such as:

- type of core competencies measurement (i.e. what does the tool measure?) and data sources;
- types of task skill measurement and data sources;
- types of productivity measurement (time based, unit based) and data sources (e.g. production data, structured observations, unstructured observations); and
- comparator used (‘ideal’ employee/average employee/supervisor etc).
The tool measures productivity and competency, but bases their wage assessment on three elements:

- Competency
- Tasks; and
- Productivity.

This WAT sets up a work model for each job that is performed at GDP and a scoring system has been devised with all three elements being added together and divided by three to calculate the percentage of the basic wage. Employees must agree on the three jobs on which they will be assessed and they must be fully trained in these jobs.

The competency assessment sheets list work performance standards and work elements of production for each job. The employee will be assessed as competent or not competent in each Standard of Competency and each Element of Production Competency. The proportion of standards and elements in which the employee is competent will determine the Competency component of the Wage Assessment Score and the employee’s production time against the benchmark time provides the productivity component of the Wage Assessment Score.

For example, in the Woodwork Section, one of the job tasks is Pine Furniture Children’s Robe. The time taken by an employee to complete all the work elements for this task is divided by the benchmark time of seven hours (for this item) to provide Productivity component of the Wage Assessment Score.

Assessment with the Personal Employment Assessment Form (the DMI) occurs concurrently, and a deduction of 0 per cent to 5 per cent may be made to the productivity rate depending on the level of supervisor assistance that the employee may need.

It is unclear if evidence is sourced from structured or unstructured observations.

Measurement in this tool is ultimately determined by the sum of the average Competency Rate, average Task Rate and average Productivity Rate, divided by three to produce the percentage of the LHMU Pay Scale that will be paid to the employee. It is therefore presumed that productivity measurement is unit based.

**Whether the WAT attempts to capture an employee’s entire range of skills and competencies or a selection (and the type of selection)**

The WAT attempts to assess a selection of an employee's skills and competencies for the wage determination process, by assessing the employee on three selected jobs during the year. Employees are to agree to the three jobs on which they will be assessed.

**Number of ratings used across each measurement (e.g. three levels for competencies [average, above average, below average])**

The proportion of job tasks in which the employee is competent provides the tasks component of the wage assessment score, i.e. this may be any rating between 0 per cent and 100 per cent.

The proportion of standards and elements in which the employee is competent provides the competency component of the wage assessment score, i.e. this may be any rating between 0 per cent and 100 per cent.
The employee's production time divided by the benchmark time provides the productivity component of the wage assessment score, i.e. a value between 0 and 100 per cent.

The Individual Personal Employment Assessment Form, which is used to determine what value (between 0 per cent and 5 per cent) is deducted from the employee's Productivity Percentage, uses the following ratings to assess level of supervisor assistance required:

- No Assistance 0 per cent
- Some Assistance 30 per cent
- Moderate Assistance 60 per cent
- High Assistance 90 per cent

**Is training/supervision measured separately?**

Training and supervision are considered in the wage assessment. The level of supervisor assistance required by the employee is assessed using the Personal Employment Assistance form. An adjustment of 0 per cent to 5 per cent is subtracted from the employee's productivity rate dependent upon the level of supervision required.

**Training schedules are developed for all employees**

This wage assessment tool is also linked to National Competency Standards and Australian Qualifications Framework. An employee's Individual Personal Employment Plan is incidental to the assessment and this is where training goals are set.

**Is behaviour management measured separately?**

This information is not available from Jenny Pearson's review, however the Individual Personal Employment Assessment Form assesses an employee's social and behavioural ability.

**Assessment types:**

**Method of measurement used by the tool (point in time assessment/on-going/combination)**

The employee is assessed through their Individual Employment Plan and all employees are assessed three times a year.

**Party conducting assessment (internal/external/individual/multiple individuals involved/productivity data only)**

Multiple internal staff.

**Weightings attached to productivity versus competency/task assessments. If fixed, state ratios. If variable, state that no fixed weighting**

The system is set up so that all three elements added together and divided by three to calculate the percentage of the basic wage. Therefore, 33.3 per cent each for competency, tasks and productivity.
Mathematical formula used by WAT

Standard of Task % + Productivity Rate of Work % + Elements of Competency % / 3

Rounded up to the nearest 2.5% increment = Percentage of Award Rate to be paid

The job assessment wage structure involves calculations on the Wage Structure form as follows:

- Productivity Rate minus any adjustment (0–5 per cent) for Supervisor Assistance – The average Productivity Rates for three jobs assessed during the year is calculated.

- Task Rate calculated for the same three jobs by dividing the number of task elements in which the employee is competent by the total number of elements for the job. The average of the Task Rates for the three jobs assessed during the year is calculated.

- Competency Rate is calculated for each of the three jobs by dividing the number of production elements of competency in which the employee is competent by the total number of elements for the job. The average of the Competency Rates for the three jobs assessed during the year is calculated.

- Wage calculation involves adding the Productivity Rate, the Task Rate and the Competency Rate and dividing by three, i.e. calculating the average of these rates. The resultant percentage is rounded up to the nearest 2.5 per cent increment. This is the percentage of the Award rate that will be paid to the employee.

What percentage of an employee’s wage is determined by scores in:

(a) Task competency: 33.3 per cent.
(b) Work skills: 33.3 per cent.
(c) Productivity: 33.3 per cent.
(d) Behaviour: Assessed through the Individual Personal Employment Assessment Form.
(e) Supervision: In recording the employee’s assessment the supervisor’s assistance will be taken into account and up to 5 per cent may be deducted from the employee’s productivity percentage before the wage assessment has been processed.

Does increase in productivity result in higher wage outcome?

Yes, however as the assessment is also determined by task rate and competency; productivity only makes up 33.3 per cent of the assessment.

Anti-regression provision

Yes. Employees’ wages are never decreased, even if there wage assessment indicates a decline in work performance. Additionally, employees are granted an increase of 4 per cent CPI every year. Where their wage assessment results in an increase greater than 4 per cent, the 4 per cent is deducted from the employee’s total wage increase. If the wage assessment results in an increase less than 4 per cent, the 4 per cent increase is still paid.
**Minimum hourly/weekly payment**

This information is not available, but new employees on a 12 week work trial are paid 15 per cent of the basic wage.

**Capping of wages. Is the maximum rate of pay capped/fixed?**

There is no cap and employees can potentially earn up to 100 per cent of the LHMU Pay Scale, but adjusted to reflect the 33.75 hours worked per week.

**Commencement rate of pay. What is the minimum and maximum period between commencement and first wage assessment?**

The commencement rate of pay is 15 per cent of the LHMU Pay Scale.

**Is there a trial period? Or a training period? Are there set wages for this period of time? Is training specifically provided once employment has commenced and prior to assessment?**

Potential new employees will be offered a work trial over 12 weeks and will receive a pay rate of 15 per cent of Grade 2 of the LHMU Pay Scale.

**Are there any attempts to estimate capacity (productivity or competency) of an employee on commencement and prior to full assessment? Similarly are there any attempts to determine if training is needed?**

There are no attempts to estimate capacity (productivity or competency) of an employee on commencement and prior to full assessment.

There are strong links to training and skills development for employees in this WAT, because the wage assessment system links directly to the National Competency Standards and Australian Qualifications Framework. A link to training is in the Personal Employment Plan which considers the assessment and plans training and educational programs. All employees have the opportunity for two hours of paid training time per week.

**Provision of back pay available after initial assessment completed**

This information is not available.

**Can an advocate assist an employee in disputing/appealing a wage outcome? Is the process of disputing/appealing wage outcomes clear? Avenues of external appeal**

There is a Complaints and Grievance process, which involves first contact with the employee’s supervisor, then the manager and if necessary the Board of Management. Should the matter still remain unresolved, it will be referred to an external agency. In the GDP WAT Manual, wage outcome results are provided to the employee and his/her advocate, if required. This implies that an advocate can assist the employee in appealing wage outcomes, but further information must be sourced from the ‘Complaints and Disputes Guidelines’.
What is the period of time between initial assessment or wage review and corresponding pay increase? (e.g. immediate, next pay period, following financial year)

This information is not available.

Other differentiating factors

In addition to standard wages, an annual wage increase of 4 per cent and an anti-regression policy, GDP Industries has paid each employee a bonus of $1,500 for the past 18 years, increasing to $2,000 (October 2007, Jenny Pearson report). Bonuses are premised on profit sharing incentives until this can no longer be sustained.

The qualifications/expertise or training of the party conducting the assessment

Three internal staff conduct the assessment. All of these staff are qualified tradespeople and have a Certificate IV qualification in Workplace Training and Assessment.

The Personnel Committee reviews all completed wage assessments. The Committee includes:

- the Chair and Secretary of the Works Committee;
- the General Manager;
- the Chair and Secretary of the Board of Management; and
- an Administrative Officer.

The wage outcome is then submitted to the Board of Management for approval.

Is the maximum rate of pay lower than the applicable Pay Scale rate?

Employees can earn up to 100 per cent of the Pay Scale rate.
Greenacres Association Competency Based Wages System

Whether the tool is a derivative or an adaptation of another tool

The tool is neither a derivative tool nor an adaptation of another tool. The Greenacres Association Competency Based Wages System (CBWS) was developed by Greenacres Association in conjunction with the Australian Liquor, Hospitality and Miscellaneous Workers Union (LHMU).

The purpose for which the tool is used

The tool is used to assess an employee in accordance to three streams (two competency based and one productivity based stream):

- Task Skills
- Work Associated Competencies
- Productivity

The type of work being assessed

The type of work being assessed includes but is not limited to:

- Stringing tags;
- Folding items;
- Operate machinery (i.e. mower, industrial sewing machine, deep dryer); and
- Assembling goods (i.e. electrical lights).

Whether existing wage and classification structure is integral to the current WAT, or whether the tool determines a pro rata capacity assessment which can easily be applied to any wages and classification

The tool does not use a pro rata capacity assessment for employees. Instead, it assesses employees according to their completion of predefined task skills at each competency level, to determine the percentage of payment based on the LHMU Pay Scale.

Has the WAT been incorporated into an agreement?

As reported by Jenny Pearson in her 2005 analysis, Greenacres Association has a Certified Agreement with the LHMU on 20 April 2004 that has been certified by the AIRC.

The current source of wage rates under the WAT

According to the Greenacres Association Competency Based Wages System Handbook, the source of wage rates under the tool are derived from the organisation's certified agreement, a copy of which has not been provided. However, the tool determines the percentage of payment based on the LHMU Pay Scale.

What classifications and levels are used?

There are six wage levels: a Training and Support Level and then Wage Levels A, B, C, D and E.
Employees at the Training and Support Wage Level require close supervision and support to gain and maintain the skills required to complete the assigned tasks.

Permanent employment is offered at Wage Level A, including a variety of basic skills and manual tasks. The Task Skills increase in complexity for each successive wage level.

For example, the Task Skills for the Training and Support wage level are:

- Rudimentary hand-eye co-ordination.
- Ability to pick up small objects.
- Complete counting tasks (to 5) using a jig.
- Place limited number of small objects into bags/ containers.
- Folding paper/ fabric/ other materials in half.
- Basic threading of items with string.

The Task Skills for Wage Level A are:

- Basic hand-eye co-ordination
- Elementary level of dexterity
- Basic gross motor skills
- Placement of items/ objects into bags, containers, boxed, jigs.
- Basic assembly.
- Counting to 10 (with/ without the use of a jig).
- Use of basic tools.
- Recognises concepts such as: on/off, front/back, etc.
- Basic machinery operation.
- Organises a limited number of items (2–3) into sequential order.

Each Wage Level also has specified Underpinning Work Skills.

For the Training and Support Wage Level, the Underpinning Work Skills are:

- Attitude to work and co-workers
- Attends work each day or notifies reason for absence
- Comes to work area on time
- Readily undertakes work tasks
- Recognises the work environment and responds accordingly
- Demonstrates the ability to work with others
- Does not distract others while working
Willing to learn
- Demonstrates a positive response to training programs and work duties assigned

Follows instructions
- Accepts supervisor/trainer as authority on the job
- Acknowledges having understood instructions
- Able to follow instructions

Dress and OH&S
- Wears appropriate attire for the work environment paying regard to OH&S requirements
- Demonstrates willingness to learn basic safety rules

Expressive communication
- Expresses own needs clearly to relevant staff

Independent work practice
- Completes 1 task to 100 per cent performance criteria
- Demonstrates the ability to work in variable work environments

Each of the wage levels A to E has three bands (Entry, Competent and Advanced) and the employee’s productivity, assessed against a peer group average, determines which band will apply. The wage level (A, B, C, D, or E) is determined through competency assessment.

The Training & Support wage level has only two bands: Entry and Competent.

<table>
<thead>
<tr>
<th>Wage Level</th>
<th>Band</th>
<th>Wage %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training &amp; Support</td>
<td>Entry</td>
<td>10%</td>
</tr>
<tr>
<td></td>
<td>Competent</td>
<td>12.50%</td>
</tr>
<tr>
<td>A</td>
<td>Entry</td>
<td>12.50%</td>
</tr>
<tr>
<td></td>
<td>Competent</td>
<td>15%</td>
</tr>
<tr>
<td></td>
<td>Advanced</td>
<td>17.50%</td>
</tr>
<tr>
<td>B</td>
<td>Entry</td>
<td>20%</td>
</tr>
<tr>
<td></td>
<td>Competent</td>
<td>22.50%</td>
</tr>
<tr>
<td></td>
<td>Advanced</td>
<td>25%</td>
</tr>
<tr>
<td>C</td>
<td>Entry</td>
<td>27.50%</td>
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<td></td>
<td>Competent</td>
<td>30%</td>
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<td></td>
<td>Advanced</td>
<td>32.50%</td>
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<tr>
<td>D</td>
<td>Entry</td>
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<td></td>
<td>Competent</td>
<td>37.50%</td>
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<td></td>
<td>Advanced</td>
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<td>E</td>
<td>Entry</td>
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<td>Competent</td>
<td>50%</td>
</tr>
<tr>
<td></td>
<td>Advanced</td>
<td>55%</td>
</tr>
</tbody>
</table>

Note: Employees above this 55% assessed wage level are assessed through the SWS.
Whether (and how) the tool measures competency only and/or productivity:

- type of core competencies measurement (i.e. what does the tool measure?) and data sources;
- types of task skill measurement and data sources;
- types of productivity measurement (time based, unit based) and data sources (e.g. production data, structured observations, unstructured observations); and
- comparator used ('ideal' employee/average employee/supervisor etc).

There are three streams of assessment in this WAT:

- Task Skills (part of Competency Assessment and includes fine motor, gross motor, spatial, planning/problem solving, multiple coordination, language, literacy and numeracy, and machinery/equipment/tools skills required to successfully complete a job);
- Underpinning Work Skills (part of Competency Assessment and includes general vocational skills necessary to maintain successful employment, such as teamwork, punctuality, and working consistently); and
- Productivity (the rate of work output per individual employee over a predetermined time period).

**Competency Assessment**

A qualified Workplace Assessor collects information of the employee's Task Skills and Underpinning Work Skills, which is then verified by the employee's workplace Supervisor. For Task Skills, the employee must work at a particular job level for at least 50 per cent of their time at work, and assessors' observations are recorded on a checklist.

Task skills are identified in a Training Matrix and then compared with those specified for each of the wage levels.

**Productivity Assessment**

Employee's productivity is measured three times per year and assessors' observations are recorded on a checklist.

**Data sources**

Assessors' observations, recorded on checklists.

Task Skills, Underpinning Work Skills and Productivity are monitored through structured training programs regularly.

**Comparator**

Productivity is assessed against a peer group (co-worker) average on a sample of jobs typically undertaken by the employee. Where a peer group average is not possible (e.g. at higher wage levels where there are fewer employees), an able-bodied rate is used.

Assessment results are then used to determine whether employees stay or move between the wage levels or across the bands. Training needs are also identified.
Whether the WAT attempts to capture an employee's entire range of skills and competencies or a selection (and the type of selection)

The WAT captures a selection of an employee's entire range of skills and competencies for progression within a wage level and progression between wage levels.

Progression between bands is a direct result and reflection of an employee's productivity, although the productivity gains by an employee must be consistently observed over a period of not less than six months.

- Progression between wage levels includes an employee demonstrating:
  - Independent status in the current and previous wage levels, and 100 per cent performance criteria of the Underpinning Work Skills;
  - Independent status in the Task Skills of the required job in the next wage level;
  - 80 per cent independence when performing the Underpinning Work Skills of the next wage level; and
  - Consistent productivity and work performance of the Task Skills and Underpinning Work Skills of the next wage level for more than 50 per cent of the time over a maximum period of six months.

Number of ratings used across each measurement (e.g. three levels for competencies [average, above average, below average])

There are different numbers of Underpinning Work Skill criteria for the training and support level as well as the wage levels A to E.

There are also three bands of productivity: entry, competent and advanced.

Is training/supervision measured separately?

Supervision is accounted for in the Underpinning Work Skills assessment.

Is behaviour management measured separately?

Behaviour and attitudes are inherent in the Underpinning Work Skills assessment.

Assessment types:

Method of measurement used by the tool (point in time assessment/on-going/combination)

Assessments are undertaken in conjunction with the employee and integrated with the Individual Plan process, which occur annually, with four monthly reviews.

Performance reviews may also occur at unscheduled periods when an employee meets the performance criteria to move within the wage structure or at the employee's reasonable request.
Party conducting assessment (internal/external/individual/multiple individuals involved/ productivity data only)

Internal assessors conduct wage assessments. As reported by Jenny Pearson in her analysis, evidence collected of an employee’s Task Skills and Underpinning Work Skills competencies is usually done by a Training Officer with qualifications as a Workplace Assessor.

**Weightings attached to productivity versus competency/task assessments. If fixed, state ratios. If variable, state that no fixed weighting**

There is no fixed weighting.

**Mathematical formula used by WAT**

There is no mathematical formula used by this WAT, although scoring and wage calculation is a process.

For example, an employee commencing in the Training and Support Wage Level must demonstrate:

- 100 per cent of the Training and Support level performance criteria over a minimum of four jobs or stages of jobs; and
- 80 per cent of the Underpinning Work Skills for Wage Level A, before progressing to Wage Level A.

The employee’s measured Productivity rate then determines which band the employee will earn within the Wage Level (i.e. Entry, Competent or Advanced where applicable).

The employee can then progress to the next Wage Level if they can demonstrate:

- achieved and maintained 100 per cent of the competency criteria for their current and preceding wage levels;
- achieved ‘independent status’ in the Task Skills for the next wage level job or stage of the job;
- achieved 80 per cent of the Underpinning Work Skills for the next wage level; and
- demonstrated consistent productivity and work performance of the task skills and underpinning work skills of the next wage level above for more than 50 per cent of the time over a maximum period of six months.

**Note:** ‘Independent Status’ is achieved when an individual meets 100 per cent performance criteria for a job or stage of a job as stated in the task analysis, for no less than five consecutive training sessions.

**What percentage of an employee’s wage is determined by scores in:**

(a) Task competency;
(b) Work skills;
(c) Productivity;
(d) Behaviour; and
(e) Supervision.
There are three assessment components in this WAT:

- Task Skills;
- Underpinning Work skills; and
- Productivity.

Behaviour and supervision are accounted for in Underpinning Work Skills (i.e. Work Skills).

**Does increase in productivity result in higher wage outcome?**

Yes, increasing productivity will result in a higher wage outcome and progression within a wage level. However, employees must maintain productivity gains for a period of not less than six months.

Progression through the wage levels is dependent upon an employee’s achievements in all three components of the CBWS, i.e. Task Skills, Underpinning Work Skills and Productivity.

**Anti-regression provision**

Where assessment results indicate an employee’s Task Skills, Underpinning Work Skills and Productivity have declined, a regression management plan is to be developed with the employee. This plan is for a minimum period of 12 months and must be implemented before any reduction in the employee’s wages is to take effect.

**Minimum hourly/weekly payment**

The minimum wage level that can be paid is the Entry band of the Training and Support Wage level.

Workers at the Training and Support Level, Entry Band will receive 10 per cent of the LHMU Pay Scale rate.

The minimum hourly payment a permanent employee will receive is 12.5 per cent of the Pay Scale rate.

**Capping of wages. Is the maximum rate of pay capped/fixed?**

This wage assessment tool operates up to 55 per cent of the LHMU Pay Scale rate (i.e. employees at Wage Level E, Advanced band).

Employees above this assessed wage level are assessed through the SWS and then progress to full award wages.

**Commencement rate of pay. What is the minimum and maximum period between commencement and first wage assessment?**

Workers commence at the Training and Support Wage Level, Entry Band and receive 10 per cent of the LHMU Pay Scale rate. They are not to remain at this level for longer than 12 months.
Is there a trial period? Or a training period? Are there set wages for this period of time? Is training specifically provided once employment has commenced and prior to assessment?

Employees are not intended to remain at the Training and Support Wage Level for longer than 12 months as it a probationary training level to assess employability.

The two bands in the Training and Support Wage Level are:

- Entry (10 per cent of the LHMU Pay Scale wage); and
- Competent (12.5 per cent of the LHMU Pay Scale wage).

Permanent employment is offered at Wage Level A.

Annual training is provided to employees thereafter and the Individual Plan process links to individual goal setting and training activities for employees. Training Officers and Greenacres Association staff structure further and ongoing training activities.

Are there any attempts to estimate capacity (productivity or competency) of an employee on commencement and prior to full assessment? Similarly are there any attempts to determine if training is needed?

Each employee's productivity is measured three times a year and recorded on a production checklist. Individual plans are developed for employees and agreed to by the employee, case manager, relevant staff and parents; and these Individual Plans are reviewed every four months by the case manager.

Provision of back pay available after initial assessment completed

This information is not available.

Can an advocate assist an employee in disputing/appealing a wage outcome? Is the process of disputing/appealing wage outcomes clear? Avenues of external appeal

According to Jenny Pearson’s Report, an employee disputing assessment outcome decisions may lodge their concerns with the Greenacres Association Grievance Officer. In the event there is no resolution, the employee can seek the assistance by contacting external bodies such as the union or the Redfern Legal Centre. The procedure for handling disputes is outlined in Clause 10 of the Certified Agreement, which has not been provided.

What is the period of time between initial assessment or wage review and corresponding pay increase? (for example. Immediate, next pay period, following financial year?)

Assessment to check a worker’s employability must be done within the 12 months of the employee commencing at Greenacres, as they cannot remain at the Training and Support Wage Level for longer than 12 months. Permanent employment is then offered at Wage Level A.

Assessments are then conducted annually thereafter. Where an employee meets the performance criteria of a higher ‘band’ or ‘wage level’, documentation is signed and processed to effect the wage increase.
Other differentiating factors

- At any time, an employee can choose to be assessed under the SWS.
- Productivity is measured against rates produced by the employees’ peers, as opposed to rates yielded by able-bodied persons.
- Progression against an employee’s Individual Plan is reviewed every four months by the case manager.
- The Greenacres tool was widely used by other organisations and an accredited training program was developed for new users.

The qualifications/expertise or training of the party conducting the assessment

Assessors conducting assessments (usually Training Officers), have Workplace Assessor qualifications. As a condition of purchase of the Greenacres WAT, purchasers are required to complete a two day training course in the use of the tool, accredited by the NSW VETAB.

Is the maximum rate of pay lower than the applicable Pay Scale rate?

Yes the maximum rate of pay is lower than the applicable LHMU Pay Scale rate, as the WAT assesses up to a level of 55 per cent. Employees earning above this amount are then assessed through the SWS.
Hunter Contracts

Whether the tool is a derivative or an adaptation of another tool

The tool is neither a derivative tool nor an adaptation of another tool.

The purpose for which the tool is used

The WAT has been developed for the work undertaken at Hunter Contracts Baptist Community Services and is 100 per cent competency based. It assesses an employee on both support needs and competency.

The type of work being assessed

Cleaning, lawn mowing and gardening.

Whether existing wage and classification structure is integral to the current WAT, or whether the tool determines a pro rata capacity assessment which can easily be applied to any wages and classification

The tool determines a pro rata capacity assessment which is then used to determine the percentage of Pay Scale payment.

Has the WAT been incorporated into an agreement?

No. Hunter Contracts used the Special Wage Permit provisions of the NSW Industrial Relations Act 1996.

The current source of wage rates under the WAT

This information is not available.

What classifications and levels are used?

The competencies in the WAT are loosely based on the relevant gardeners’ and cleaners’ awards.

Whether (and how) the tool measures competency and/or productivity:

- type of core competencies measurement (i.e. what does the tool measure?) and data sources;
- types of task skill measurement and data sources;
- types of productivity measurement (time based, unit based) and data sources (e.g. production data, structured observations, unstructured observations); and
- comparator used (‘ideal’ employee/average employee/supervisor etc).

The tool has two components:

- Support Needs Assessment; and
- Competency Assessment.
**Support Needs Assessment**

There are seven key aspects employees are assessed against and they are:

- Punctuality and Attendance
- Reaction to Supervision
- Co-worker Relations
- Personal Skills
- Work Skills
- Management of Health (on site)
- Time Management/ Productivity

Each of these seven key aspects has a number of assessment items (i.e. can manage time on the job), and the employee is assessed as either competent (Yes) or not competent (No).

The Support Needs Assessment items for Lawn Mowing and Cleaning are almost identical.

**Competency Assessment**

The Competency Assessment items are different for Lawn Mowing and Cleaning. The following areas in Lawn Mowing are assessed:

- Operate Push Mower
- Operate Whipper Snipper
- General Operations
- Quality Control
- Packing Up.

The competency areas for cleaning include but are not limited to:

- Select and Set Up Equipment
- Clean windows/ mirrors
- Monitor and Maintain OHS Standards.

There are assessment items for each area and the employee will be assessed as either competent (Yes) or not competent (No).

The employee will be assessed against all of the support needs and competency assessment items in five trials/ assessment sessions. Points are scored based on the number of items in which the employee is competent. In the event that an employee is not satisfied with the results of a wage assessment, further assessment is conducted on two working days. The best five scores out of the seven days assessment are then used to calculate the employee's wages.
Whether the WAT attempts to capture an employee's entire range of skills and competencies or a selection (and the type of selection)

The WAT attempts to capture an employee's range of skills and competencies for each area of work (i.e. lawns or cleaning).

Number of ratings used across each measurement (e.g. three levels for competencies [average, above average, below average])

‘Competent’, or ‘Not Competent’ in the Competency Assessment, and ‘Competent’ (‘Yes’) or ‘Not Competent’ (‘No’) in meeting the seven key aspects in the Support Needs Assessment.

Is training/supervision measured separately?

No. Supervision is taken into account in the Support Needs Assessment and training is accounted for in the Competency Assessment.

Is behaviour management measured separately?

Behaviour management is taken into account in the Support Needs Assessment.

Assessment types:

Method of measurement used by the tool (point in time assessment/on-going/combination)

The organisation adopts a point in time method of measurement, conducting wage assessments annually.

If however an employee's skills changes significantly prior to the next scheduled annual review, the employee or their supervisors can request a reassessment.

Party conducting assessment (internal/external/individual/multiple individuals involved/productivity data only)

One supervisor at Hunter Contracts conducts all wage assessments.

Weightings attached to productivity versus competency/task assessments. If fixed, state ratios. If variable, state that no fixed weighting.

This WAT is 100 per cent competency based.

Mathematical formula used by WAT

The formula for calculating an employee's wage rate is:

Award Rate \times \text{Support Needs} \% \times \text{Competency} \% = \text{Hourly Wage Rate}

For example, if an employee had a Support Needs percentage of 75 per cent (i.e. they were assessed as competent and needing no assistance for 75 per cent of all of the assessment items over the 5 assessment sessions), and a competency percentage of 60 per cent and the Pay Scale rate of pay was $10 per hour, their assessed wage would be:

$10 \times 75\% \times 60\% = $4.50 \text{ per hour.}$
What percentage of an employee's wage is determined by scores in:

(a) task competency: (assessed as ‘competency’).
(b) work skills: (assessed as ‘support needs’).
(c) productivity: N/A.
(d) behaviour.
(e) supervision.

Both (d) and (e) are assessed as ‘Support Needs’.

Does increase in productivity result in higher wage outcome?

This does not apply in this WAT.

Anti-regression provision

This information is not available.

Minimum hourly/weekly payment

This information is not available.

Capping of wages. Is the maximum rate of pay capped/fixed?

This information is not available.

Commencement rate of pay. What is the minimum and maximum period between commencement and first wage assessment?

This information is not available.

Is there a trial period? Or a training period? Are there set wages for this period of time? Is training specifically provided once employment has commenced and prior to assessment?

There is no information regarding a trial period or specific training period, however on the job training is provided to workers prior to their wage assessment.

The competency assessment is also used to identify any training and developmental needs for the employee.

Are there any attempts to estimate capacity (productivity or competency) of an employee on commencement and prior to full assessment? Similarly are there any attempts to determine if training is needed?

On the job training is provided to workers prior to their wage assessments. Workers are specifically trained in preparation for wage assessment and their on-the-job supervisor uses the assessment tool and the competencies contained therein as a guide for training.

Provision of back pay available after initial assessment completed

This information is not available.
Can an advocate assist an employee in disputing/appealing a wage outcome?
Is the process of disputing/appealing wage outcomes clear? Avenues of external appeal

This information is not available.

Other differentiating factors

N/A.

The qualifications/expertise or training of the party conducting the assessment

The supervisor conducting all wage assessments at Hunter Contracts has a Certificate IV in Workplace Assessment.

Is the maximum rate of pay lower than the applicable Pay Scale rate?

This information is not available.
Koomarri

Whether the tool is a derivative or an adaptation of another tool

The Koomarri tool is based on the Greenacres WAT with the following adjustments:

- the Koomarri tool has only five levels without the sub-levels that are present in the
  Greenacres tool; and
- the general competency and job-specific competency results are given equal weighting
  with the lowest result used for determining an employee's wage outcome.

NB At the time of Jenny Pearson’s report at March 2006, the Koomarri WAT was not
actively in use as the outcome of AIRC deliberations about wage assessment reforms was
being determined.

The purpose for which the tool is used

There are two wage grades in this WAT and should an employee achieve a score above 50
per cent of Grade 2 and higher, they are assessed independently and are paid according to
the SWS.

This is a competency based tool that measures general work skills and behaviours, as well
as specific work task competencies. These results are then translated into hourly wage
rates based on five specific grades (A–E).

The type of work being assessed

Paper collating. It is not clear if other work is undertaken.

Whether existing wage and classification structure is integral to the current
WAT, or whether the tool simply determines a pro rata capacity assessment
which can easily be applied to any wages and classification

The wage rates are based on the Pay Scale derived from Graphic Arts General Award
2000 (Graphic Arts Pay Scale).

Has the WAT been incorporated into an agreement?

The Koomarri Competency Based Wages System is incorporated into a certified
agreement between Koomarri and the Automotive, Food, Metals, Engineering, Printing and
Kindred Industries Union. The agreement is known as the Koomarri Association Supported
Employment (Business Enterprises) and Australian Manufacturing Workers Union Certified
Agreement 2001 (Agreement) and was certified by the AIRC in January 2002.

The current source of wage rates under the WAT

The wage rates associated with the Koomarri Competency Based Wages System range
from 20 per cent of Grade 1 of the Graphic Arts Pay Scale for Koomarri Wage Grade A
through to 50 per cent of Grade 1 of the Pay Scale for Koomarri Wage Grade E.

NB Employees with a disability assessed above 50 per cent of Grade 2 and higher grades,
shall be independently assessed and paid according to the SWS.
What classifications and levels are used?

Under Part 4 of the Agreement, employees are paid under Grade 1 or Grade 2 of the Graphics Arts General Pay Scale as per the table below.

Schedule B (attached to the Certified Agreement as at 21 January 2002) outlines the following classifications:

<table>
<thead>
<tr>
<th>Pay Scale Grade</th>
<th>Wage Level</th>
<th>Wage %</th>
<th>Weekly Rate</th>
<th>Hourly</th>
</tr>
</thead>
<tbody>
<tr>
<td>$413.40</td>
<td>Training &amp; Support</td>
<td>20%</td>
<td>$82.68</td>
<td>$2.17</td>
</tr>
<tr>
<td>$430.10</td>
<td>Level A</td>
<td>23%</td>
<td>$98.92</td>
<td>$2.60</td>
</tr>
<tr>
<td></td>
<td>Level B</td>
<td>28%</td>
<td>$120.42</td>
<td>$3.16</td>
</tr>
<tr>
<td></td>
<td>Level C</td>
<td>35%</td>
<td>$150.53</td>
<td>$3.96</td>
</tr>
<tr>
<td></td>
<td>Level D</td>
<td>45%</td>
<td>$193.54</td>
<td>$5.09</td>
</tr>
<tr>
<td></td>
<td>Level E</td>
<td>50%</td>
<td>$215.05</td>
<td>$5.65</td>
</tr>
</tbody>
</table>

Employees with a disability assessed above 50 per cent of Grade 2 and higher grades, shall be independently assessed and paid according to the SWS.

<table>
<thead>
<tr>
<th>Supported Wage Rates</th>
<th>Assessed Capacity</th>
<th>Prescribed Pay Scale Rate</th>
<th>Weekly Rate</th>
<th>Hourly</th>
</tr>
</thead>
<tbody>
<tr>
<td>$430.10</td>
<td>50%</td>
<td>50%</td>
<td>$215.05</td>
<td>$5.65</td>
</tr>
<tr>
<td></td>
<td>60%</td>
<td>60%</td>
<td>$258.06</td>
<td>$6.79</td>
</tr>
<tr>
<td></td>
<td>70%</td>
<td>70%</td>
<td>$301.07</td>
<td>$7.92</td>
</tr>
<tr>
<td></td>
<td>80%</td>
<td>80%</td>
<td>$344.08</td>
<td>$9.05</td>
</tr>
<tr>
<td></td>
<td>90%</td>
<td>90%</td>
<td>$387.09</td>
<td>$10.18</td>
</tr>
</tbody>
</table>

For the purposes of the Agreement, the hourly rate for all employees is calculated on the basis of a 38 hour week.

Where a person’s assessed capacity is at below 20 per cent, the Agreement provides that they shall receive a high degree of assistance and support.

Whether (and how) the tool measures competency and/or productivity:

- type of core competencies measurement (i.e. what does the tool measure?) and data sources;
- types of task skill measurement and data sources;
- types of productivity measurement (time based, unit based) and data sources (e.g. production data, structured observations, unstructured observations); and
- comparator used (‘ideal’ employee/average employee/supervisor etc).

The WAT has two main components:

- Competencies assessment (of general work skills and behaviours); and
- Job Description Assessment (of specific work task competencies).

Assessment process

(1) Core Competencies Assessment:
The Competency Assessment comprises 52 items in six domains. Employees will be assessed on each item according to a five point rating scale.

The results of the Competencies Assessment are translated into five hourly wage rates as follows:

- **Grade A:** If an employee has from 0 to 52 of the Competencies Assessment items rated as level A
- **Grade B:** from 16 to 52 items rated as Level B
- **Grade C:** from 31 to 52 items rated as Level C
- **Grade D:** from 47 to 52 items rated as Level D
- **Grade E:** If the worker has all 52 items assessed as Level E.

**Job Description (task skills) assessment**

Every job is comprised of tasks, each of which has a task analysis comprising the steps to complete it. For example, the task of ‘complex paper collating’ involves the following steps:

- goes to work station
- sets up work area
- gets own work
- takes 1 sheet from each pile
- places them in correct order on top of each other
- places them side to side in pile
- repeats steps 4 to 6
- can place next set of collated items on top of pile criss-cross from other set
- repeats steps 4 to 8 until completed
- recognises errors
- alerts supervisor to any errors
- self-monitors and requests more work when finished
- self-monitors and refills own stock when finished.

The assistance required by the employee is rated on a seven point scale. To achieve a competent rating, the employee must achieve a score of 0 (no assistance required), 1 (indirect verbal prompt/instruction) or 2 (gestural prompt) on 4 out of 6 observations. Only when an employee is able to achieve 80 per cent of the steps in the task analysis are they deemed capable and competent.

The job description score is the total number of jobs in which an employee has achieved competency.

For example:

- **Grade A:** Employee has achieved competency in 1 to 7 jobs
- **Grade B:** 8 to 14 jobs
- **Grade C:** 15 to 18 jobs
Grade D: 19 to 22 jobs and
Grade E: Employee has achieved competency in all 21 jobs.

Each grade then has a corresponding hourly wage rate. The grade that determines an employee's wage outcome is the lower of the Grade for Competencies Assessment and the grade for Job description assessment.

For example, if a worker achieves Grade C for their Competencies Assessment and Grade B for their Job Description Assessment they will be paid at the Grade B hourly rate.

Data sources

Structured observations based on the ability of the employee to achieve tasks.

Whether the WAT attempts to capture an employee's entire range of skills and competencies or a selection (and the type of selection):

This WAT considers an employee's entire range of skills and competencies, which include 52 items in six domains for general competencies and 108 tasks in the 21 jobs at the Koomarri site.

Number of ratings used across each measurement (e.g. three levels for competencies [average, above average, below average])

The competencies assessment has 52 items categorised into 6 domains.

These domains are:

- Social and Behavioural;
- Cognitive Abilities;
- Vocational;
- Physical Abilities;
- Communication Abilities; and
- Special Assistance.

Each item is assessed on a five point rating scale as follows:

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Requires complete assistance</td>
</tr>
<tr>
<td>B</td>
<td>Requires a lot of assistance</td>
</tr>
<tr>
<td>C</td>
<td>Requires a moderate level of assistance</td>
</tr>
<tr>
<td>D</td>
<td>Requires some assistance</td>
</tr>
<tr>
<td>E</td>
<td>Does not require assistance</td>
</tr>
</tbody>
</table>

Task Analysis provides for six assessment observations of the worker for each step in the task. The assistance required by the worker for each step is scored on a seven point scale:
Once an employee achieves a rating for 80 per cent of the steps in task analysis, they are deemed capable of the task. This applies to the 12 'Multiple Range' jobs at Koomarri. For the other nine jobs which are designated 'Single Range', the employee must achieve competency in 100 per cent of the tasks.

**Is training/supervision measured separately?**

Wage rates are determined annually and incidental to the wage assessment process is an Employment Assistance Plan and Training Matrix for each employee.

Supervision is not specifically mentioned, although the competencies assessment makes reference to 'special assistance'.

**Is behaviour management measured separately?**

Behaviour is accounted for in the competencies assessment and is not measured separately.

**Assessment types:**

Method of measurement used by the tool (point in time assessment/on-going/combination)

Wage grade determinations are conducted annually, using data from six observations over 12 months, or upon an employee's reasonable request for an earlier review.

Party conducting assessment (internal/external/individual/multiple individuals involved/productivity data only)

Assessments are completed by the worker's direct supervisor which are then reviewed and signed off by the Outlet Supervisor.

**Weightings attached to productivity versus competency/task assessments. If fixed, state ratios. If variable, state that no fixed weighting.**

100 per cent competency based.

**Mathematical formula used by WAT**

Job Description Assessment score = Number of jobs in which the worker is competent

<table>
<thead>
<tr>
<th>Rating</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>No assistance required</td>
</tr>
<tr>
<td>1</td>
<td>Indirect verbal prompt/instruction</td>
</tr>
<tr>
<td>2</td>
<td>Gestural prompt</td>
</tr>
<tr>
<td>3</td>
<td>Direct verbal prompt/instruction</td>
</tr>
<tr>
<td>4</td>
<td>Modelling prompt</td>
</tr>
<tr>
<td>5</td>
<td>Minimal physical prompt</td>
</tr>
<tr>
<td>6</td>
<td>Full physical prompt</td>
</tr>
<tr>
<td>7</td>
<td>Failed trial</td>
</tr>
<tr>
<td>*N/A</td>
<td>Not applicable</td>
</tr>
</tbody>
</table>
This score then translates to one of five Grade 2 Wage Levels (A, B, C, D, and E).

Competency Assessment score = Number of competency item in which the employee scores 0, 1 or 2 in levels of assistance.

This score translates to one of the five wage levels.

The grade that determines the employee’s wage is the lower of the two grades, i.e. the lower of the grade for Competencies Assessment and the grade for Job Description Assessment.

For example, should an employee achieve Grade C for their Competencies Assessment and Grade B for their Job Description Assessment, they will be paid at the Grade B hourly rate of pay.

There are two wage grades:

Grade 1 is the Training and Support wage grade and has only one pay level; and Grade 2 is based on competency assessment and has five pay levels/grades (A–E).

The Agreement requires that employees who have been assessed at Grade 1 or up to 50 per cent of Grade 2 shall be paid a percentage of the rate for the employees’ grade as equals the skill level of the employee assessed in accordance with Koomarri Competency Based Wages System.

For employees above 50 per cent of Grade 2 and higher grades are independently assessed and paid according to the SWS.

**What percentage of an employee’s wage is determined by scores in:**

(a) Task competency: 100 per cent.
(b) Work skills.
(c) Productivity: 0 per cent.
(d) Behaviour.
(e) Supervision.

(b), (d) and (e) incorporated into (a).

**Does increase in productivity result in higher wage outcome?**

No as the WAT is competency based.

**Anti-regression provision**

No. If the employee’s competencies are regressing, additional training and support must be implemented to assist the employee to regain previous competencies and maintain them. The employee will continue to be paid at the wage grade and level for which they were assessed prior to the assessment that demonstrated regression. At the end of the 12 months, an assessment of the employee’s competencies is undertaken and if there is no progression to their former level of competency their Grade or Level will be adjusted according to the current level of competency.
Minimum hourly/weekly payment

The total minimum rate per week for employees assessed at Grade 1 or up to 50 per cent of Grade 2 will be a percentage of the wage rates below:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Weekly $</th>
<th>Hourly* $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grade 1</td>
<td>$413.40</td>
<td>$10.87</td>
</tr>
<tr>
<td>Grade 2</td>
<td>$430.10</td>
<td>$11.32</td>
</tr>
</tbody>
</table>

Rounded to nearest cent
*As at 21 January 2002 from the Enterprise Agreement.

For the purposes of this Agreement, the hourly rate for all employees shall be calculated on the basis of a 38 hour week.

According to the organisation’s certified agreement, employees assessed above 50 per cent of Grade 2 and higher grades will be independently assessed and paid according to the SWS.

Capping of wages. Is the maximum rate of pay capped/fixed?

Clause 16.4.2 of the Agreement provides that where an employee is assessed at between 80 per cent and 100 per cent, the employee shall be paid at 100 per cent.

Commencement rate of pay. What is the minimum and maximum period between commencement and first wage assessment?

Employees will commence on 20 per cent of the Graphic Arts Pay Scale (i.e. the Training and Support Wage Grade (Grade 1)).

Is there a trial period? Or a training period? Are there set wages for this period of time? Is training specifically provided once employment has commenced and prior to assessment?

An employee may undergo a trial period not exceeding 12 weeks. In the event that this time is not sufficient, an extra four weeks may be required.

During that trial period the assessment of capacity shall be undertaken and the proposed wage rate for a continuing employment relationship shall be determined.

The minimum amount payable to the employee during the trial period shall be no less than $52.90 per week, according to 16.4.7 (c) of the Agreement.

In addition, the employee will undergo an Individual Service Plan and Individual Vocational Plan within three to six months of commencement. These plans are reviewed every three months for the first year and then Individual Vocational Plans replace the Individual Service Plan. Individual Vocational Plans are reviewed every four months for the first year and then repeated annually thereafter (Note that at September 2005, Koomarri was referring to these plans as ‘Employment Assistance Plan’ and ‘Training Matrix’).
Are there any attempts to estimate capacity (productivity or competency) of an employee on commencement and prior to full assessment? Similarly are there any attempts to determine if training is needed?

Upon commencement of employment, employees will be graded by the employer with consideration of the employee's skills, experience and qualifications with regard to Schedule A to the organisation's certified agreement. It provides for employees who are either undergoing entry level training to determine whether they are suitable for placement in a Supported Employment Business Service; or existing employees who demonstrate an inability to sustain employment at a higher grade as a result of declining work performance. It further provides:

'A person engaged in this Grade shall undertake up to 38 hours induction training which may include information on the employers business, conditions of employment, introduction to supervisors and fellow workers, training and career path opportunities, work site layout and documentation procedures, occupational health and safety, equal employment opportunity and quality control/ assurance.' (Schedule A)

Provision of back pay available after initial assessment completed

This information is not available.

Can an advocate assist an employee in disputing/appealing a wage outcome? Is the process of disputing/appealing wage outcomes clear? Avenues of external appeal

The organisation's certified agreement (clause 10) states that in the event an employee feels that they need assistance with the complaints procedure, the Union may also be involved if the employee wishes.

What is the period of time between initial assessment or wage review and corresponding pay increase? (e.g. immediate, next pay period, following financial year)

An employee's wage rate is determined annually. In the event that there is a variation or adjustment that needs to be made, a variation form is completed but no information is provided as to when any adjustment is to take effect.

Other differentiating factors

This tool has two parallel assessments (competency and task skills), each with their own pro rata wage assessments. The employee's final wages are determined by the lower wage assessment result.

The qualifications/expertise or training of the party conducting the assessment

There is no information regarding the qualifications of the employee's Direct Supervisor, or of the Outlet Supervisor.

Is the maximum rate of pay lower than the applicable Pay Scale rate?

No. Workers assessed at 80 per cent or above of the pro rata rate will be paid at 100 per cent.
Kurri Contracting Service

Whether the tool is a derivative or an adaptation of another tool

Derivative tool.

Yumaro Inc. assisted Kurri Contracting Service to develop its own tool, based on their approved WAT.

The purpose for which the tool is used

The purpose of this WAT is to provide training and skills development for people with disability.

The type of work being assessed

Cleaning and Grounds Maintenance.

Whether existing wage and classification structure is integral to the current WAT, or whether the tool simply determines a pro rata capacity assessment which can easily be applied to any wages and classification

The WAT determines a pro rata capacity assessment. The score/rating an employee achieves is applied to an hourly rate of pay derived from Kurri Contracting Service Workplace Agreement 2004.

NB The rates derived from the LHMU Pay Scale are lower than those set out in Kurri Contracting Service Workplace Agreement 2004.

The current source of wage rates under the WAT

Wage rates are derived from the LHMU Pay Scale, taken from the Kurri Contracting Service Workplace Agreement 2004.

What classifications and levels are used?

Levels and classifications are derived from the Kurri Contracting Service Workplace Agreement 2004.
Enterprise Agreement Levels and % of LHMU Pay Scale

<table>
<thead>
<tr>
<th>Enterprise Agreement Levels and % of LHMU Pay Scale</th>
<th>Wage Assessment Score Range</th>
<th>Hourly Rate of Pay</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level 1 – 10%</td>
<td>18–26</td>
<td>$1.51</td>
</tr>
<tr>
<td>Level 2 – 15%</td>
<td>27–35</td>
<td>$2.27</td>
</tr>
<tr>
<td>Level 3 – 20%</td>
<td>36–44</td>
<td>$3.02</td>
</tr>
<tr>
<td>Level 4 – 25%</td>
<td>45–52</td>
<td>$3.78</td>
</tr>
<tr>
<td>Level 5 – 30%</td>
<td>53–62</td>
<td>$4.54</td>
</tr>
<tr>
<td>Level 6 – 35%</td>
<td>63–71</td>
<td>$5.29</td>
</tr>
<tr>
<td>Level 7 – 40%</td>
<td>72–89</td>
<td>$6.05</td>
</tr>
<tr>
<td>Level 7.1 – 50%</td>
<td>90–107</td>
<td>$7.56</td>
</tr>
<tr>
<td>Level 7.2 – 60%</td>
<td>108–125</td>
<td>$9.07</td>
</tr>
<tr>
<td>Level 7.3 – 70%</td>
<td>126–143</td>
<td>$10.58</td>
</tr>
<tr>
<td>Level 7.4 – 80%</td>
<td>144–161</td>
<td>$12.10</td>
</tr>
<tr>
<td>Level 7.5 – 90%</td>
<td>162–179</td>
<td>$13.61</td>
</tr>
<tr>
<td>Level 7.6 – 100%</td>
<td>180</td>
<td>$15.12</td>
</tr>
</tbody>
</table>

Note: The 100 per cent rate is higher than the applicable LHMU Pay Scale.

Has this WAT been incorporated into an agreement?

The Jenny Pearson report notes that the WAT was incorporated into the Kurri Contracting Service Workplace Agreement 2004.

Whether (and how) the tool measures competency only, productivity only or competency and productivity; analysis could be carried out on different elements of this such as:

- type of core competencies measurement (i.e. what does the tool measure?) and data sources;
- types of task skill measurement and data sources;
- types of productivity measurement (time based, unit based) and data sources (e.g. production data, structured observations, unstructured observations); and
- comparator used (‘ideal’ employee/average employee/supervisor etc).

Through observations and note taking, the tool measures both competency and productivity.

The wage assessment is conducted using information from:

- An assessment interview with the employee, where supervisors discuss each of the skills components with the employee; and
- Notes and observations documented by the supervisors on a day to day basis at the worksites.

Productivity

Productivity is unit based. Productivity is incorporated with competency and level of supervision required in the descriptive statements of a rating scale. See further details below.
Skills

Thirty skills components were created and identified for each of the two work areas (Cleaning and Grounds maintenance). An employee is then, through observations rated against each of these skills with a 0–6 rating scale of not competent to excellent. Each of these grades incorporates an assessment of competency, productivity and level of supervision required.

Whether the WAT attempts to capture an employee’s entire range of skills and competencies or a selection (and the type of selection)

The WAT assesses all of the 30 identified skills components in the employee’s work area. An explanation of each scoring level is specified. For example, an employee who can only use required machinery or perform a required task with a high level of supervision and achieves a low level of productivity achieves a rating of very poor and a direct score of one point.

Number of ratings used across each measurement (e.g. three levels for competencies [average, above average, below average])

Score from 0–6, representing not competent to excellent respectively and progressively.

Is training/supervision measured separately?

No. However supervision is factored into the 0–6 rating scale system.

The majority of employees are provided with training in Certificate II or III in Asset Maintenance and Cleaning or Certificate II Horticulture (Parks and Gardens).

Is behaviour management measured separately?

No.

Assessment types:

Method of measurement used by the tool (point in time assessment/on-going/combination)

Assessors conduct on-going assessment of the employees and record information in their notebooks so as to provide a chain of evidence, however wage assessments are conducted annually.

Re-assessment occurs in 12 months or earlier on request, or if significant change is noticed.

Party conducting assessment (internal/external/individual/multiple individuals involved/productivity data only)

At least two supervisors undertake each wage assessment.

Weightings attached to productivity versus competency/task assessments. If fixed, state ratios. If variable, state that no fixed weighting.

This information is not available.
Mathematical formula used by WAT

The wage calculation for this tool involves adding the points achieved using the 0–6 point rating scale for the thirty competencies of the job, with the maximum possible score being 180 points.

What percentage of an employee's wage is determined by scores in:

(a) task competency;  
(b) work skills;  
(c) productivity;  
(d) behaviour; and  
(e) supervision.

An employee's wage is determined by a combined rating of competency, productivity and level of supervision required in the 30 skills components which have been created and identified for the work area using a 0–6 rating scale system. Each of these rating levels incorporates an assessment of competency, productivity and level of supervision required and there are no separate percentages in the WAT score for competency, skills, productivity, etc.

Does increase in productivity result in higher wage outcome?

Yes, although competency and level of supervision required must also be considered. The higher score an employee achieves, results in a higher Enterprise Agreement Level and per cent of LHMU Pay Scale rate to be paid. This would result in a higher wage outcome when an annual wage assessment is conducted or earlier in the event of significant improvement by the employee.

Anti-regression provision

There is no specific anti-regression provision, however Kurri Contracting Service has never reduced any employee's wage as a result of a wage assessment to date.

Minimum hourly/weekly payment

The minimum hourly payment is Level 1 which is 10 per cent of the LHMU Pay Scale. This is an hourly rate of $1.51.

The average wage of employees of Kurri Contracting Service has been found to be around 60 per cent of the LHMU Pay Scale, which is approximately $9 per hour.

Capping of wages. Is the maximum rate of pay capped/fixed?

No, an employee is able to earn 100 per cent of the applicable Workplace Agreement rate ($15.12).

Commencement rate of pay. What is the minimum and maximum period between commencement and first wage assessment?

New employees commence at Level 5 (30 per cent of the LHMU Pay Scale, i.e. $4.54 per hour), for the first three months until they have been trained and assessed.
Is there a trial period? Or a training period? Are there set wages for this period of time? Is training specifically provided once employment has commenced and prior to assessment?

New employees commence a three month probation period and in this time they are paid the Level 5 wage rate. Training needs are identified at the commencement of employment through the creation of an Individual Program Plan.

Are there any attempts to estimate capacity (productivity or competency) of an employee on commencement and prior to full assessment? Similarly are there any attempts to determine if training is needed?

At the commencement of employment, information is gathered about the employee to identify strength and support needs, however this does not affect their wage outcome.

Provision of back pay available after initial assessment completed

The information provided does not indicate back pay is available after the three month assessment period.

Can an advocate assist an employee in disputing/appealing a wage outcome? Is the process of disputing/appealing wage outcomes clear? Avenues of external appeal

An employee is able to have an advocate present during any meeting with Kurri staff. Employees are invited to have an advocate present at their wage assessment interview. A grievance procedure is contained in the certified agreement, and there is a specific appeals process for wage assessments.

What is the period of time between initial assessment or wage review and corresponding pay increase? (e.g. immediate, next pay period, following financial year)

For the first three months, new employees commence on a rate of 30 per cent (i.e. Level 5) of Kurri Contracting Service Workplace Agreement 2004.

Other differentiating factors

- The skills component of the WAT recognises competencies from relevant vocational qualifications.
- Kurri Contracting Staff ensure clients’ cultural and religious needs are taken into consideration.

The qualifications/expertise or training of the party conducting the assessment

At least two qualified supervisors who have a Certificate IV qualification in Workplace Training and Assessment conduct the wage assessment.

Is the maximum rate of pay lower than the applicable Pay Scale rate?

No.
Mai-Wel Limited

Whether the tool is a derivative or an adaptation of another tool

Neither.

The organisation’s WAT was developed in 1989/1990 and is still operational today. It is based on a proportional calculation of the LHMU Pay Scale and a skills matrix model of assessment similar to the SkillsMaster tool.

The purpose for which the tool is used

The WAT is a hybrid assessment tool with an emphasis on competency assessment.

The competencies used in this WAT are a mix of National Industry Standards and Mai-Wel specific skills.

The type of work being assessed

Operational machinery, timber work, painting and other similar and associated work.

Whether existing wage and classification structure is integral to the current WAT, or whether the tool determines a pro rata capacity assessment which can easily be applied to any wages and classification

The tool determines a pro rata assessment based on the LHMU Pay Scale.

Has the WAT been incorporated into an agreement?

The WAT has been incorporated in the organisation’s certified industrial agreements since 1999.

The current source of wage rates under the WAT

The LHMU Pay Scale is used.

What classifications and levels are used?

The current classification used is Grade 1 of the LHMU Pay Scale. The percentages corresponding to an employee’s capacity assessment that Mai-Wel uses are based on the following table:
### Wage Assessment Tool Audits

<table>
<thead>
<tr>
<th>Wage Level</th>
<th>Score</th>
<th>Hourly Rate of Pay $</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>5%–9%</td>
<td>$0.69</td>
</tr>
<tr>
<td>2</td>
<td>10%–14%</td>
<td>$1.37</td>
</tr>
<tr>
<td>3</td>
<td>15%–19%</td>
<td>$2.06</td>
</tr>
<tr>
<td>4</td>
<td>20%–29%</td>
<td>$2.75</td>
</tr>
<tr>
<td>5</td>
<td>30%–39%</td>
<td>$4.12</td>
</tr>
<tr>
<td>6</td>
<td>40%–49%</td>
<td>$5.50</td>
</tr>
<tr>
<td>7</td>
<td>50%–59%</td>
<td>$6.87</td>
</tr>
<tr>
<td>a</td>
<td>60%–69%</td>
<td>$8.24</td>
</tr>
<tr>
<td>a</td>
<td>70%–79%</td>
<td>$9.62</td>
</tr>
<tr>
<td>a</td>
<td>80%–89%</td>
<td>$10.99</td>
</tr>
<tr>
<td>a</td>
<td>90%–99%</td>
<td>$12.37</td>
</tr>
<tr>
<td>a</td>
<td>100%</td>
<td>$13.74*</td>
</tr>
</tbody>
</table>

**Whether (and how) the tool measures competency and/or productivity**

- type of core competencies measurement (i.e. what does the tool measure?) and data sources;
- types of task skill measurement and data sources;
- types of productivity measurement (time based, unit based) and data sources (e.g. production data, structured observations, unstructured observations); and
- comparator used (‘ideal’ employee/average employee/supervisor etc).

**Types of core competencies**

This is a hybrid tool and there are two areas of work performance considered in the assessment. These include:

- Task competencies (i.e. specific set of skills undertaken to directly complete a job);
- Performance (i.e. level of output).

**Task Competencies**

The skills/competencies have been identified for each job role which is made up of National Industry Standards and Mai-Wel specific skills.

There is a Key Performance Indicator (KPI) for each individual skill. For example:

<table>
<thead>
<tr>
<th>Competency</th>
<th>KPI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Forklift</td>
<td>WorkCover approved Forklift Licence</td>
</tr>
<tr>
<td>Hand Painting</td>
<td>Articles painted to specification and finished articles standard</td>
</tr>
<tr>
<td>Customer Liaison and phone enquiries</td>
<td>Liaise with customers according to procedures</td>
</tr>
</tbody>
</table>

A scale from zero to six points is used to rate the employee's competency and productivity for each skill in their job role, with six points being an excellent score.
Data sources

The data is sourced from evidence which can be:

- Direct evidence, where an assessor observes the actual performance of an employee carrying out normal work tasks.
- Indirect or alternative evidence is used in situations where the assessment of the performance of an employee carrying out actual workplace tasks either is not possible or undesirable. E.g.: proficiency tests.
- Supplementary evidence of performance may be necessary to check that an employee can perform competently in various settings and environments or unusual circumstances.

Normally, an assessment will include a combination of all three sources of evidence.

Evidence collected can include:

- Measurements of products made or services delivered;
- Observations of processes carried out;
- Measurement of knowledge and understanding; and
- Observation of attitudes demonstrated.

Types of productivity measurement:

Productivity is measured against pre-determined unit output benchmarks.

Comparator

The level of productivity (output) is recognised, and employees are measured against pre-determined outputs generated by peers undertaking similar tasks, and not against levels put in place by management. For some tasks, the productivity benchmark may be to ‘keep up with operator’. In other skills/tasks, output is measured numerically (e.g. 2 holes per minute for the drill press).

Whether the WAT attempts to capture an employee’s entire range of skills and competencies or a selection (and the type of selection)

Employees can achieve competency from any of the listed tasks on the skills matrix, based on individual skill and performance (output) of the employee. They are not necessarily required to gain all the skills of the lower levels before achieving competency at the higher levels. This assessment is intended to allow for employees with minimum skill levels but high output, or maximum skills levels but low performance/output, to be appropriately remunerated, and to advance to higher levels within the skills matrix.

Number of ratings used across each measurement (e.g. three levels for competencies [average, above average, below average])

Each job role has six levels of ratings. These are as follows:

<table>
<thead>
<tr>
<th>Rating</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>X = Not Competent</td>
</tr>
<tr>
<td>1</td>
<td>VP = Very Poor</td>
</tr>
<tr>
<td>2</td>
<td>P = Poor</td>
</tr>
</tbody>
</table>
3 F = Fair
4 G = Good
5 VG = Very Good
6 E = Excellent

Assessment criteria are defined for each of these levels. For example, the assessment criteria for a rating of Excellent is documented as:

*Employees can set up a job or perform the task with minimum supervision to a very high standard with output at the same or above the average level of a non-disabled employee. Generally an employee achieving this level would be performing at the same level as a non-disabled employee and able to work from simple specifications, calibrate machinery and use all equipment necessary to complete the task.*

**Is training/supervision measured separately?**

No. In addition to assessing an employee's competency in a task and their productivity, the assessment scale includes aspects of supervision, training and behavioural problems.

**Is behaviour management measured separately?**

No. In addition to competency in the task and productivity, the assessment scale includes aspects of supervision and training required and for one level in the scale, behavioural problems. This level in the rating assessment scale is ‘Fair’ and a score of three.

**Assessment types:**

**Method of measurement used by the tool (point in time assessment/on-going/combination)**

Point in time skills assessments are used in this WAT and occur over a 4–6 week period twice a year, during February and July. New employees are assessed during their first three months of employment.

**Party conducting assessment (internal/external/individual/multiple individuals involved/productivity data only)**

Assessments are internally conducted by Mai-Wel personnel: the Client Services Officer and managers with a Certificate IV in Workplace Training and Assessment. The wage assessments are then checked by the Client Services and Training Manager; who then meets with the employees to advise of the outcome of the assessment.

**Weightings attached to productivity versus competency/task assessments. If fixed, state ratios. If variable, state that no fixed weighting**

There is no fixed weighting as productivity is factored into the levels of assessment ratings.

**Mathematical formula used by WAT**

The percentage score which translates to a pay level for the employee is calculated as:
Sum of the scores for each competency in the employee's job role/maximum possible score for all competencies in the employee's job role.

For example, an employee may achieve the following results in the Timber Division, which has 47 competencies:

- Nil Excellent ratings;
- Very Good ratings for 6 competencies;
- Good ratings for 10 competencies;
- Fair ratings for 2 competencies;
- A Poor rating for 1 competency;
- Nil Very Poor ratings; and
- 28 Not Competent ratings.

Where:

<table>
<thead>
<tr>
<th>Rating</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
<td>6</td>
</tr>
<tr>
<td>Very Good</td>
<td>5</td>
</tr>
<tr>
<td>Good</td>
<td>4</td>
</tr>
<tr>
<td>Fair</td>
<td>3</td>
</tr>
<tr>
<td>Poor</td>
<td>2</td>
</tr>
<tr>
<td>Very Poor</td>
<td>1</td>
</tr>
<tr>
<td>Not Competent</td>
<td>0</td>
</tr>
</tbody>
</table>

Therefore, using the above example, the wage calculation and the employee's total score would be:

\[
(0 \times 6 + 6 \times 5 + 10 \times 4 + 2 \times 3 + 1 \times 2 + 28 \times 0) = 78\, \text{points}
\]

As a percentage of the maximum possible score for this role, the formula is:

\[
\frac{78}{282} = 27.7\% = \text{Level 4}
\]

**What percentage of an employee's wage is determined by scores in:**

(a) Task competency;
(b) Work skills;
(c) Productivity;
(d) Behaviour; and
(e) Supervision.

No particular percentage scale is set for these skills and performance indicators, as they are factored into the skills matrix. Task competency is measured by a totality of (b), (c), (d) and (e).
An employee's support requirements are not separately taken into account in wage calculation. Supports required for an employee to complete a job skill, such as supervision, equipment set up and training, are incorporated into the wage assessment rating scale, along with productivity.

**Does increase in productivity result in higher wage outcome?**

Yes, however productivity assessment is not the sole consideration in determining a wage increase for an employee. Other considerations include an employee's competency, behavioural management and supervisory requirements.

**Anti-regression provision**

No. Employees will receive a letter confirming any wage adjustment.

**Minimum hourly/weekly payment**

The minimum hourly payment is five per cent of the LHMU Pay Scale.

**Capping of wages. Is the maximum rate of pay capped/fixed?**

There is no capping of wages and employees can receive 100 per cent of the Pay Scale rate.

**Commencement rate of pay. What is the minimum and maximum period between commencement and first wage assessment?**

Prior to an employee’s first assessment, the employee will be placed onto a transitional level (determined by the assessors), pending the outcome of their assessment. Assessment is to be done within the first three months of employment.

**Is there a trial period? Or a training period? Are there set wages for this period of time? Is training specifically provided once employment has commenced and prior to assessment?**

Prior to an employee’s first assessment, they will be placed onto a transitional level pending the outcome of their assessment.

Links to training occur via the employee’s Individual Service Plan and day to day training. Some of the work tasks outlined in this WAT are aligned with National Competencies.

**Are there any attempts to estimate capacity (productivity or competency) of an employee on commencement and prior to full assessment? Similarly are there any attempts to determine if training is needed?**

This information is not available, although the tool provides that Mai-Wel assessors will choose a wage level for the employee prior to their first assessment and pending the outcome of such assessment.

**Provision of back pay available after initial assessment completed**

This information is not available.
Can an advocate assist an employee in disputing/appealing a wage outcome? Is the process of disputing/appealing wage outcomes clear? Avenues of external appeal

There is no information regarding advocates assisting employees, however, employees have three options for those appealing a wage assessment result. These include:

- Telling staff of concerns;
- Requesting a new assessment with a different assessor; and
- Requesting an assessment by an external assessor.

What is the period of time between initial assessment or wage review and corresponding pay increase? (e.g. immediate, next pay period, following financial year)

This information is not available.

Other differentiating factors

- Each employee has access to their employment record to identify skill deficiencies, training needs and career goals.
- The tool includes assessment of supplementary skills such as OH&S

The qualifications/expertise or training of the party conducting the assessment

The Client Service Officer and managers have a Certificate IV qualification in Workplace Training and Assessment and skills in the industry area. The wage assessments are checked by the Client Services and Training Manager.

Is the maximum rate of pay lower than the applicable Pay Scale rate?

No.
Merriwa Industries Limited

Whether the tool is a derivative or an adaptation of another tool

Neither. The Merriwa Industries (Merriwa) WAT was developed in 1995–96 by the organisation.

The purpose for which the tool is used

Merriwa Industries is a manufacturing-focused organisation and the tool is primarily used to assess productivity.

The type of work being assessed

There are four main work areas at Merriwa Industries:

- Timber Division
- Defence Services
- Cake Boards
- Packaging.

Whether existing wage and classification structure is integral to the current WAT, or whether the tool determines a pro rata capacity assessment which can easily be applied to any wages and classification

The WAT determines a pro rata capacity assessment. The wage assessment results are aligned to a corresponding percentage of Grade 2 of the LHMU Pay Scale.

Has the WAT been incorporated into an agreement?

Merriwa Industries Ltd Certified Agreement 1996.

The current source of wage rates under the WAT

The LHMU Pay Scale.

What classifications and levels are used?

Competencies are linked to the LHMU Pay Scale classifications up to and including Grade 2.

Whether (and how) the tool measures competency only and/or:

- type of core competencies measurement (i.e. what does the tool measure?) and data sources;
- types of task skill measurement and data sources;
- types of productivity measurement (time based, unit based) and data sources (e.g. production data, structured observations, unstructured observations); and
- comparator used ('ideal' employee/average employee/supervisor etc).
Types of core competencies measurement

The tool measures both productivity and competency. Competencies are defined as the ability of an employee to perform job tasks safely and to an expected standard. Competency assessment sheets provide summaries of whether the employee has achieved each of the competencies.

Core competencies are not industry specific. Competencies are measured by key performance indicators which may be development of a measurable skill or habit (punctuality) or performance output (performs tasks for a minimum 30 minutes without being distracted).

Competencies have been developed for six key areas:

- Work Habits
- Work Skills
- Occupational Health and Safety
- Quality Assurance
- Organisational Culture
- Material Handling

For example, the competencies in respect of Work Habits are:

- Demonstrate an understanding of the importance of punctuality in the workplace in all respects of attendance.
- Recognises the need to start work when expected and to stop for appropriate breaks.
- Independently records time at work.
- Records time spent at work with non verbal cue.
- Records time at work with verbal/non verbal cue.
- Performs tasks of a basic manual nature for a specific work period.
- Performs tasks for a minimum 60 minutes individually or in a team setting.
- Performs tasks for a minimum 30 minutes without being distracted.
- Demonstrates the ability to work independently or in a team structure respecting the rights of others.
- Can work individually or in a team setting.
- Can work with minimal disruption to others.

For each competency specific criteria must be met in order for the employee to achieve the competency (i.e. achieving at least three out of four evidence examples).

Types of productivity measurement

Productivity summary assessment sheets records the data for calculation of the employee's productivity percentage, which is the production output of an employee over three trials.
**Data sources**

Merriwa Support Workers complete the Competency Assessment Workbook and collect productivity data during the months prior to the wage assessment. A minimum of three trials are conducted for each of the measures and the competency and productivity data is provided to the assessor.

The competency component covers generic workplace skills, and productivity is time based.

**Comparator used**

Productivity measures for each production task were developed using work trials of non-supported employees (i.e. benchmarks). Benchmarks are specified on the basis of the average of three trials by two non-supported employees performing the work task for time periods of 15 minutes, one hour and four hours to establish average hourly outputs. Productivity benchmarks are reviewed annually.

The wage assessment information is used in the employee's Personal Performance and Development plan which is then in turn used to identify any training needs and future planning of training objectives.

**Whether the WAT attempts to capture an employee’s entire range of skills and competencies or a selection (and the type of selection)**

The WAT aims to capture a selection of skills relevant to the employees' task.

**Number of ratings used across each measurement (e.g. three levels for competencies [average, above average, below average])**

Each competency achieved by the employee has a starting score of 1. Each competency area has a specific weighting. The starting score for each competency area (i.e. the number of competency skills in that area achieved by the employee) is multiplied by the weighting to produce the weighted competency score.

<table>
<thead>
<tr>
<th>Competency</th>
<th>Weighting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Habits</td>
<td>1.5</td>
</tr>
<tr>
<td>Work Skills</td>
<td>1.5</td>
</tr>
<tr>
<td>OH&amp;S</td>
<td>1.25</td>
</tr>
<tr>
<td>Quality Assurance</td>
<td>1.25</td>
</tr>
<tr>
<td>Organisational Culture</td>
<td>1</td>
</tr>
<tr>
<td>Material Handling</td>
<td>1</td>
</tr>
</tbody>
</table>

**Is training/supervision measured separately?**

The wage assessment information is used in the employee's Personal Performance and Development Plan, where training needs are identified.

**Is behaviour management measured separately?**

Behaviour is not measured separately and is considered in level 1 in the pre-assessment induction. It is also measured in the 'Work Habits' assessment of competency. For example, the competencies in respect of Work Habits are:
**Appendix A: Wage Assessment Tool Audits**

- Demonstrate an understanding of the importance of punctuality in the workplace in all aspects of attendance.
- Recognises the need to start work when expected and to stop for appropriate breaks.
- Independently records time at work.
- Records time spent at work with non verbal cue.
- Records time at work with Verbal/ Non verbal cue.
- Performs tasks of a basic manual nature for a specific work period.
- Performs tasks for a minimum 60 minutes individually or in a team setting.
- Performs tasks for a minimum 30 minutes without being distracted.
- Demonstrates the ability to work independently or in a team structure respecting the rights of others.
- Can work individually or in a team setting.
- Can work with minimal disruption to others.

**Assessment types:**

**Method of measurement used by the tool (point in time assessment/on-going/ combination)**

A combination of point in time and ongoing assessment is used. Wage assessment occurs at least annually, unless a 6-monthly review of the employee's personal performance and development plans indicates that an earlier re-assessment is necessary. Employees can also request re-assessment.

Wage assessments will also occur within thirteen weeks of any re-classification.

Disability Support Workers work with the employee to complete the Competency Assessment Workbook and collect productivity data during the months prior to the wage assessment. A minimum of three trials are conducted for each of the measures. This competency and productivity data is provided to the assessor.

**Party conducting assessment (internal/external/individual/multiple individuals involved/ productivity data only)**

Internal. At October 2007, the Manager who is an accredited SWS Assessor completes all wage assessments.

**Weightings attached to productivity versus competency/task assessments. If fixed, state ratios. If variable, state that no fixed weighting.**

Merriwa Industries is manufacturing focused, and the assessment tool is weighted at 70 per cent productivity, with competency representing the remaining 30 per cent.

**Mathematical formula used by WAT**

Productivity (rate and quality) is measured against benchmark standards for each duty. The proportion of work time that the employee spends on each duty is also factored into the calculation.
The wage calculation is as follows:

\[
\text{Competency percentage} \times 30\% + \text{Productivity percentage} \times 70\% = \text{Percentage of Award to be paid}
\]

In more detail the wage calculation is as follows:

\[
\frac{\text{Employee's Total Weighted Score for all Competency Areas}}{\text{Maximum Weighted Score for all Competency Areas}} \times 30\%
\]

PLUS

\[
\text{Employee's Total Productivity Percentage} \times 70\% = \text{Percentage of Award Rate to be paid}
\]

(Where:
- the number of skills the employee achieves in each Competency Area is multiplied by the Weighting for that Competency Area to produce the Employee's Weighted Score; and
- the employee's Weighted Scores for all Competency Areas are added to produce the Employee's Total Weighted Score)

AND

\[
\frac{\text{Employee's Productivity}}{\text{Benchmark standard for each duty}} \times \% \text{ of time spent of each Duty} = \text{Employee's Productivity Percentage for each Duty}
\]

AND

The sum of Productivity Percentages for each Duty undertaken by the employee

= Employee's Total Productivity Percentage

By considering the ‘time dimension’ in this WAT, Merriwa contends it is the most reliable proxy measure for the:

- importance of a duty; and
- to ultimately determine a fair wage outcome.

Worked example for a worker in a plant nursery:

**Without time weighting**

- Duty 1 – 70 per cent (Pay Scale level performance achieved)
- Duty 2 – 50 per cent (Pay Scale performance achieved)
- Duty 3 – 40 per cent (Pay Scale performance achieved)

Wage outcome = 53 per cent (average)
Appendix A: Wage Assessment Tool Audits

With time weighting

- Duty 1 – 70% (Pay Scale level performance achieved) x 0.60 (time weighting) = 42%
- Duty 2 – 50% (Pay Scale level performance achieved) x 0.30 (time weighting) = 15%
- Duty 3 – 40% (Pay Scale level performance achieved) x 0.10 (time weighting) = 4%

NB If an employee spends 60 per cent of his/her time to achieve 70 per cent of the level of performance in their Pay Scale classification, this time percentage is inserted into the wage calculation.

Wage outcome = 61 per cent (by addition)

What percentage of an employee’s wage is determined by scores in:

(a) task competency: 30 per cent.
(b) work skills: Work skills are factored into the competency part of the assessment.
(c) productivity: 70 per cent.
(d) behaviour: Behaviour is not expressly incorporated into the assessment.
(e) supervision: Supervision is not expressly incorporated into the assessment.

Does increase in productivity result in higher wage outcome?

Yes. Assessment of productivity is weighted at 70 per cent. Employees who achieve higher levels of productivity and competency will obtain a higher wage grade.

Anti-regression provision

No. In the event that the wage assessment shows a decrease in pay rate, a minimum of two re-assessments are conducted over a period of not less than six months so that the employee has the chance to regain competencies and/or productivity required to at least maintain their current pay rate.

Minimum hourly/weekly payment

According to Jenny Pearson’s report (October 2007, a minimum rate of 17 per cent of Grade 2 of the LHMU Pay Scale is paid during the pre-assessment period for new employees. However, according to the Merriwa Industries Wage System Handbook (May 1996), the minimum rate of $1.00 per hour will be paid, which may have been correct at the time of print.

Capping of wages. Is the maximum rate of pay capped/fixed?

There is no cap and employees are able to earn up to 100 per cent of the LHMU Pay Scale.

Commencement rate of pay. What is the minimum and maximum period between commencement and first wage assessment?

New employees receive a minimum rate of 17 per cent of Grade 2 of the LHMU Pay Scale, which is paid during the pre-assessment period.
Is there a trial period? Or a training period? Are there set wages for this period of time? Is training specifically provided once employment has commenced and prior to assessment?

According to Jenny Pearson's report (18 October 2007), a minimum rate of 17 per cent of Grade 2 of the LHMU Pay Scale is paid during the pre-assessment period for new employees.

There is training available in the pre-assessment period (usually three months), and many employees will continue to receive training after the wage assessment is completed.

The assessor must undertake a pre-assessment check to ensure the employee has received their orientation, a personal development plan, a clearly written job description, core competencies and induction training for the position in which they are being assessed.

Are there any attempts to estimate capacity (productivity or competency) of an employee on commencement and prior to full assessment? Similarly are there any attempts to determine if training is needed?

A new employee completes an 'induction' whereby a supervisor completes a pre-assessment induction sheet containing 17 basic workplace competencies (e.g. work attendance, ability to perform basic tasks, appropriate workplace behaviour, etc.). It does not form part of the final wage assessment but does record the competencies required prior to the completion of the pre-assessment period.

The pre-assessment period usually lasts three months and during this time, employees are given job training, before a wage assessment is conducted. During this pre-assessment period, a minimum rate of $1.00 per hour will be paid, according to the Organisation's Handbook at time of print. Also, depending on the anticipated level of competency and productivity in the pre-assessment period, the pre-assessment wage is geared to not be substantially lower than the assessed wage where the person has prior experience in the job in question.

Arrangements may be negotiated between the employee and Merriwa for a longer pre-assessment period in the event that the employee feels they are able to improve.

Provision of back pay available after initial assessment completed

There is no information available.

Can an advocate assist an employee in disputing/appealing a wage outcome? Is the process of disputing/appealing wage outcomes clear? Avenues of external appeal

An employee can request re-assessment by a party of their choosing, either the Manager, Disability Services or by an external assessor. An advocate, relative or friend of the worker may be involved to ensure the interests of the person are adequately represented. The process for disputing wage assessments also makes provision for utilising the Grievance Procedure of the Workplace, which provides that the relevant industrial relations tribunal has jurisdiction over disputes which an employee may have with an employer. An advocate for the employee may be involved at any stage of the pre-assessment period or the actual wage assessment.
What is the period of time between initial assessment or wage review and corresponding pay increase? (e.g. immediate, next pay period, following financial year)

This information is not available. While a wage assessment will occur at least annually and within 13 weeks of any re-classification, there is no information regarding when any corresponding pay increase is to take effect.

Other differentiating factors

If the employee and a wage assessor cannot agree to the outcome of the initial wage assessment, and its subsequent review date, the employer may elect to not offer the person employment under the terms of the Certified Agreement.

The qualifications/expertise or training of the party conducting the assessment

The assessor must be accredited in competency and productivity assessment.

‘Accredited’ is defined in Merriwa’s wage system handbook as possessing certain prerequisite skills and experience as follows:

- two years experience working with people with disability in employment (or part-time equivalent);
- ability to conduct basic job analysis; and
- knowledge of the full conditions of employment and Certified Agreement; and
- good negotiations skills and problem solving ability; and
- basic maths skills sufficient to calculate wage assessment.

Is the maximum rate of pay lower than the applicable Pay Scale rate?

No. There is no cap and employees can earn up to 100 per cent of the Pay Scale rate.
New Horizons Enterprises Ltd

Whether the tool is a derivative or an adaptation of another tool

New Horizons Enterprises Ltd (New Horizons) developed its own hybrid tool for wage assessment based on the Greenacres WAT with a number of modifications.

The purpose for which the tool is used

The New Horizons WAT is competency and productivity-based, and has three main components: task skills, work associated competencies and productivity – which are then used to determine a pro rata wage percentage of the LHMU Pay Scale.

The type of work being assessed

Mail room, packaging, basic assembly and basic machinery operation.

Whether existing wage and classification structure is integral to the current WAT, or whether the tool determines a pro rata capacity assessment which can easily be applied to any wages and classification

The tool determines a pro rata capacity assessment which is then used to determine the percentage of award payment under the LHMU Pay Scale.

Has the WAT been incorporated into an agreement?

Yes the New Horizons WAT was incorporated in a certified agreement called the New Horizons Enterprises Limited (Supported Employees) Certified Agreement 2001 (Agreement).

The current source of wage rates under the WAT

The Agreement, which incorporates the LHMU Pay Scale.

What classifications and levels are used?

It appears from attachment 1 of the Agreement that the New Horizons WAT is based on the Grade 1 rate of pay of the LHMU Pay Scale.

There are seven wage levels linked to the LHMU Pay Scale:

- Training and Support: 7.5 per cent of the Pay Scale
- Wage Bands A to E: 15 per cent to 80 per cent of the Pay Scale
- Wage Band F: 100 per cent of the Pay Scale

Wage Bands A to E have 2 levels: Entry and Advanced. A worker is paid at Entry level when he/she achieves 50 per cent of the requirements for the wage band. Once the worker has achieved 100 per cent of the requirements they are paid at the Advanced level.

For example, the Entry Level for Wage Band A is 15 per cent of the LHMU Pay Scale wage and Advanced Level for Wage Band A is 17 per cent of the LHMU Pay Scale wage.
The percentage rates of the LHMU Pay Scale that have been determined for each of the New Horizons wage levels are the average productivity levels produced by employees with a disability working at each of the respective skills levels.

**Whether (and how) the tool measures competency only and/or productivity:**

- Type of core competencies measurement (i.e. what does the tool measure?) and data sources;
- types of task skill measurement and data sources;
- types of productivity measurement (time based, unit based) and data sources (e.g. production data, structured observations, unstructured observations); and
- comparator used (‘ideal’ employee/average employee/supervisor etc).

This WAT has three assessment components:

- Work Associated Competencies (general vocational skills necessary to maintain successful employment)
- Task Skills (specific skills undertaken to directly complete a task)
- Productivity (measured against levels of outputs generated by non-disabled staff)

The skills matrix specifies the Work Associated Competencies and associated criteria, and the Task Skills that apply to each of the Wage Levels A to F.

For example, the requirements for Wage Level A are:

**Work Associated Competencies**

- Attitude to Work:
  - Attends work each day or notifies reason for absence
  - Appears on work area on time
  - Behaves in an appropriate manner for work

**Co-worker Relations**

Works co-operatively with others

**Follows Instructions**

Accepts supervisor/ trainer as authority on the job

**Dress and Hygiene**

Dresses appropriately for work and is clean and tidy

**Independent Work Practice**

Works without unnecessary breaks
Tolerates stresses on the job
Communication
Expresses own needs adequately to relevant staff
Appendix A: Wage Assessment Tool Audits

Occupational Health and Safety
Attempts to learn basic safety rules

Task Independence – Independent Work Practice (A)
• Works consistently with supervisor present
• Makes basic decisions regarding own work
• Does not distract others
• Remembers instructions 10 minutes after they are given

Working Consistently (A)
Requests more work as task is completed

Flexibility (A)
Adapts to change

Quality Control (A)
Can check work and recognise errors

Occupational Health and Safety (A)
Follows basic safety procedures

Workstation (A)
Maintains a clean and tidy workstation

Teamwork (A)
Demonstrates positive interaction with co-workers

Task Skills (at Wage Level A)
• Basic hand/eye co-ordination
• Elementary level of dexterity

Basic motor skills
• Placement of items/ objects into bags/ containers
• Basic assembly
• Counting to 10
• Use of basic tools
• Recognises concepts such as on/ off
• Basic machinery operation
• Organises a limited number of items (e.g. collating three or less items).
Productivity Assessment

This part of the wage assessment is used to record the time taken by an employee to complete a minimum of three specified work tasks. Each task is performed twice and the average of the two trials is used. The employee’s productivity percentage is then calculated by dividing the total of comparator productivity times by the total of the employee's times.

Comparator

The comparator productivity times are determined by timing two non-disabled people completing the specified work tasks.

Data sources

Assessors may use:

• Measurements of products made or services delivered
• Observations of processes carried out
• Measurement of knowledge and understanding and
• Observation of attitudes demonstrated

Whether the WAT attempts to capture an employee’s entire range of skills and competencies or a selection (and the type of selection):

This WAT captures a selection of an employee’s range of skills and competencies relevant to the job tasks they are performing. Employees can also progress to the Entry level of the next wage band once they have 50 per cent of the requirements for the wage band.

Number of ratings used across each measurement (e.g. three levels for competencies [average, above average, below average])

There are no ratings used in this WAT. Rather, there are different requirements for each type of assessment. Work Competencies and Task skills are assessed on a 'yes/no' basis depending on whether the employee has attained the competency or not.

The method of productivity rating is not clearly specified.

A Productivity Assessment Tool is used to record the time taken by the employee to complete a minimum of three specified work tasks. Each of these tasks is performed and timed twice and the average of the two trials is used. The worker’s productivity percentage is then calculated by dividing the total of comparator productivity times by the total of the worker's times (the comparator productivity times are determined by timing two non-disabled people completing the specified work tasks).

The result of this calculation is a productivity percentage. For example, if for Task 1, the two non-disabled people on average can produce a unit in 10 minutes but the employee being assessed takes on average 20 minutes to produce the same unit, and for Task 2, the comparator time taken to produce a unit is five minutes but the employee being assessed takes eight minutes and for Task 3, the comparator time is 20 minutes but the employee takes 30 minutes, the calculation is as follows:

Total of comparator times for the three work tasks divided by the total of the employee's times
(10 + 5 + 20) / (20 + 8 + 30) = Productivity %

i.e. 35 / 58 = 60% (i.e. the employee achieves on average, based on two observations of each of three specified work tasks, 60 per cent of the productivity achieved by the non-disabled comparators)

Comparator productivity times

Once the worker’s wage level has been calculated using the Skills Matrix, a productivity adjustment is made. This is determined by comparing the worker’s productivity with the average productivity achieved by two people without a disability on at least three designated tasks as follows:

- Workers whose productivity is 81 per cent or more of the comparator productivity measure receive an increase in wage level of 10 per cent;
- Worker whose productivity is between 21 per cent and 80 per cent have no adjustment to their competency determined wage level; and
- Workers whose productivity is 20 per cent or less receive a decrease in wage level of 10 per cent. (Existing employees as at 1 July 2004 are protected from any wage decrease).

For the example employee above whose productivity is 60 per cent of the comparator productivity measure, this would mean no productivity adjustment to their competency determined wage level because 60 per cent is between 21 per cent and 80 per cent.

Is training/supervision measured separately?

Training and supervision (support) is not measured separately and is part of the assessment process. Training and Support is one of the wage levels linked to the Pay Scale, and forms a total percentage of 7.5 per cent of the Pay Scale wage.

Task analysis forms are used for each job and the assistance required by the employee to complete each task component. An eight point scale is used:

0 = No assistance/fully independent
1 = Indirect Verbal Prompt/Instruction
2 = Gestural Prompt
3 = Direct Verbal Prompt/Instruction
4 = Modelling Prompt
5 = Minimal Physical Prompt
6 = Full Physical Prompt
7 = Failed Trial

Is behaviour management measured separately?

No. Behaviour management is part of the assessment process and is accounted for in the Work Associated Competencies Assessment component.
Appendix A: Wage Assessment Tool Audits

Assessment types:

Method of measurement used by the tool (point in time assessment/on-going/combination)

Assessments occur annually, with a review of competencies six monthly or earlier if indicated. A review may also occur where a continued increase or continued decline in productivity is observed.

Party conducting assessment (internal/external/individual/multiple individuals involved/productivity data only)

Supervisors and productivity personnel conduct an assessment of competency for each employee.

Each employee’s competencies are reviewed annually by the Vocational Counsellor and Production Supervisor. The Vocational Counsellor also reviews each employee’s competencies six monthly or earlier if required. The Vocational Counsellor is a non-supervisory staff member who reports to Human Resource Management at New Horizons.

Weightings attached to productivity versus competency/task assessments. If fixed, state ratios. If variable, state that no fixed weighting.

This tool is both competency and productivity-based. The competency element is first determined to work out the percentage of the Pay Scale rate. Then, productivity is used to determine increases or decreases in this rate as follows:

- Employees whose productivity is 81 per cent or more of the comparator productivity measure receive an increase in wage level of 10 per cent;
- Employees whose productivity is between 21 per cent and 80 per cent have no adjustment made to their competency determined wage level; and
- Employees whose productivity is 20 per cent or less receive a decrease in wage level of 10 per cent. Existing employees as at 1 July 2004 are protected from any wage decrease.

Mathematical formula used by WAT

There is no mathematical formula used by the WAT as such. The assessment process involves the assessor recording whether the employee has demonstrated each of the Task Skills and Work Competencies criteria for the relevant Wage Levels. Then productivity is factored in to determine the Pay Scale wage. The assessment results are recorded on the Skills Matrix and discussed at the employee’s IPP meeting.

What percentage of an employee’s wage is determined by scores in:

(a) Task competency;
(b) Work skills;
(c) Productivity;
(d) Behaviour; and
(e) Supervision.
This tool measures an employee's task skills and Work Associated Competencies. Productivity is an adjusting factor to their final wage assessment.

NB Behaviour and supervision are accounted for in Work Associated Competencies.

**Does increase in productivity result in higher wage outcome?**

Yes. Employees whose productivity is 81 per cent or more of the comparator productivity measure receive an increase in wage level of 10 per cent.

**Anti-regression provision**

Clause 3.2.4 of the Agreement provides that employees who have lost or not maintained skills required at their current level may be demoted to a lower level.

Employees whose productivity is 20 per cent or less will receive a decrease in wage level of 10 per cent.

Any decision to demote an employee to a lower level will be done in consultation with the employee and/or their parent guardian or advocate.

**Minimum hourly/weekly payment**

The minimum hourly payment is 15 per cent of the LHMU Pay Scale rate.

**Capping of wages. Is the maximum rate of pay capped/fixed?**

No. Wages are not capped and the maximum rate of pay is 100 per cent of the applicable LHMU Pay Scale rate.

**Commencement rate of pay. What is the minimum and maximum period between commencement and first wage assessment?**

For new employees, assessment is conducted during the first three months of employment. Employees are paid a minimum 15 per cent of the LHMU Pay Scale rate prior to the assessment.

**Is there a trial period? Or a training period? Are there set wages for this period of time? Is training specifically provided once employment has commenced and prior to assessment?**

Clause 23 of the Agreement provides a probationary period of three months.

The training and support wage is 7.5 per cent of the applicable LHMU Pay Scale rate. Schedule A of the Agreement provides that employees who do not meet the criteria for wage level A but choose to work at New Horizons will be paid at this level and monitored and assessed on an ongoing basis.

Task analyses are used to link employees to training programs. In addition, the wage assessment and training are linked through the Individual Program Plan (IPP) process. Areas where the work is assessed as Not Yet Competent are targeted for vocational training goals.
Every employee will be given the opportunity to undertake training, subject to the requirements to maintain productivity levels, the ability of the employee to be trained, the skills needed within the organisation and the financial constraints of the organisation. Nonetheless, training is part of skills development and when it is determined an employee shall undergo training, it will be included as part of an employee's normal working hours.

All employees will undertake training in the following areas:

- General Induction; and
- Occupational Health and Safety Induction.

Are there any attempts to estimate capacity (productivity or competency) of an employee on commencement and prior to full assessment? Similarly are there any attempts to determine if training is needed?

The Agreement states that Employees are paid a training and support wage which is 7.5 per cent of the LHMU Pay Scale rate. All new employees are placed on this training and support wage band which has one entry level and provides 7.5 per cent of the LHMU Pay Scale rate.

Clause 3.2 of the Agreement also provides for 'Skills development' for employees.

**Provision of back pay available after initial assessment completed**

This information is not available.

**Can an advocate assist an employee in disputing/appealing a wage outcome? Is the process of disputing/appealing wage outcomes clear? Avenues of external appeal**

Yes. An advocate is able to assist an employee in disputing/ appealing a wage outcome. Clause 7.1.2 of the organisation's agreement states the employee's supervisor will discuss issues of concern with the employee, the employee's representative and/or a third party observer.

What is the period of time between initial assessment or wage review and corresponding pay increase? (e.g. immediate, next pay period, following financial year)

This information is not available.

**Other differentiating factors**

- Training wage: 7.5 per cent and there appears to be no fixed maximum training period before an employee is placed on the first Wage band level.
- Schedule A of the Agreement states that: 'Training & Support Level is for those employees who do not meet the performance criteria of Wage Level A but who have indicated their choice to work at New Horizons. These employees will be monitored and assessed on an ongoing basis. When an employee has achieved the requisite skills and competencies of Wage Level A, they will progress to that level.'
The qualifications/expertise or training of the party conducting the assessment

The Vocational Counsellor has a Certificate IV in Workplace Training and Assessment and degree qualifications.

Is the maximum rate of pay lower than the applicable Pay Scale rate?

No. Employees are able to earn 100 per cent of the applicable LHMU Pay Scale rate.
Phoenix Society Inc.

Whether the tool is a derivative or an adaptation of another tool

The Phoenix Society Inc. (Phoenix) WAT was developed in-house, with reference to industry standards and award wages. It is neither a derivative tool nor an adaptation of another tool.

The purpose for which the tool is used

The competency based tool assesses a variety of areas in the workplace such as punctuality, effort, knowledge and safety rules. Each of these areas has ratings with associated numerical scores.

The type of work being assessed

- Factory production work
- Clerical work
- Metal Work
- Furniture Manufacturing
- General Store workers, packers, wholesale sellers and distributors.

Whether existing wage and classification structure is integral to the current WAT, or whether the tool determines a pro rata capacity assessment which can easily be applied to any wages and classification

The WAT translates an employee's score into a pay level with associated percentages of award rates that are to be paid.

Has the WAT been incorporated into an agreement?

Phoenix Enterprise Agreement 2006 (Agreement)

The current source of wage rates under the WAT

Wages are linked to the Pay Scales derived from the relevant awards including:

- Metal Industry (South Australia) Award 1998 (Metal Industry (SA) Pay Scale);
- Clerks' (South Australia) Award 1997 (Clerks' (SA) Pay Scale);
- Disability Services Award (South Australia);
- Furnishing Industry National Award 2003 (Furnishing Industry (National) Pay Scale); and
- General Store Workers, Packers, Wholesale Sellers and Distributors Award (South Australia) (General Store Workers (SA) Pay Scale).

Employees’ wages are graded according to the type of work performed in relation to either the Agreement or the relevant industry award, depending on whichever is higher.
What classifications and levels are used?

- Employees working in factory type production roles are generally graded in relation to Level P1 of the Agreement or Level C14 of the Metal Industry (SA) Pay Scale, whichever is the higher.

- Employees working in clerical roles: Level C1 of the Agreement or Level 1, Year 1 of the Clerks’ (SA) Pay Scale.

- Employees working in training roles: Level T1 of the Phoenix Enterprise Agreement or Level 1 of the Furnishing Industry National Pay Scale.

- Employees working in Stores: Level P5 of the Agreement or Level 1 of the General Store Workers (SA) Pay Scale.

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<tr>
<th>Level</th>
<th>Points Band Width</th>
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<tbody>
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<tr>
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<td>18–23</td>
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<td>30–35</td>
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<td>42–47</td>
<td>17.5%</td>
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Whether (and how) the tool measures competency and/or productivity:

- type of core competencies measurement (i.e. what does the tool measure?) and data sources;

- types of task skill measurement and data sources;

- types of productivity measurement (time based, unit based) and data sources (e.g. production data, structured observations, unstructured observations); and

- comparator used (‘ideal’ employee/average employee/supervisor etc).
The Phoenix Society Employee WAT comprises 48 assessment items in seven domains:

1. Quality
2. Workplace Health and Safety Practices
3. Communication and Interpersonal
4. Work with Others
5. Supervision Requirements
6. Task, Skills and Knowledge
7. Procedures and Regulations

For example, items assessed in the Quality domain include:

1.8 Demonstrates basic quality requirements to perform tasks
1.9 Requires support to achieve quality standards with routine work
1.10 Demonstrates completion of quality reports and checks on own work and corrects where necessary

A six-point rating scale is used to score all assessment items:

0 = Cannot perform task or part of task
1 = Needs constant assistance and supervision to complete tasks
2 = Needs regular assistance and supervision to complete tasks
3 = Needs occasional assistance and supervision to complete tasks
4 = Can complete majority of tasks without assistance or supervision
5 = Can totally complete whole tasks without assistance or supervision

**Data sources**

- Overall observations conducted on a daily basis on how the employee conducts themselves in the workplace;
- Practical implementation which focuses on quality, safety and the skills and knowledge of tasks performed;
- Third Party Reports, usually provided by the Supervisor, Training Staff and/or any other relevant party working directly with the employee;
- Oral questioning, to ensure that the employee has an understanding of the work being undertaken; and
- Written reports, such as capability reports.

**Comparator**

Assessors use a scoring guide, and each element is scored accordingly. A comparator is used as scores are totalled and a formula applied to give a percentage of the labour market wage that would apply to a person without a disability.

The tool aims to measure the competency levels of an employee, and the wage assessment score key guides the assessor in determining whether an employee is not only
competent in a task, but whether assistance and supervision is required. If the employee does require assistance and/or supervision, to what extent is determined.

**Whether the WAT attempts to capture an employee's entire range of skills and competencies or a selection (and the type of selection)**

The WAT captures only a selection of competencies relevant to the employee's tasks at work.

**Number of ratings used across each measurement (e.g. three levels for competencies [average, above average, below average])**

A six-point rating scale is used to score all assessment items:

0 = Cannot perform task or part of task

1 = Needs constant assistance and supervision to complete tasks

2 = Needs regular assistance and supervision to complete tasks

3 = Needs occasional assistance and supervision to complete tasks

4 = Can complete majority of tasks without assistance or supervision

5 = Can totally complete whole tasks without assistance or supervision

**Is training/supervision measured separately?**

Training and supervision measurements are incidental to the assessment process and the grading system is designed to ensure that extra assistance an employee may require is identified.

**Is behaviour management measured separately?**

Behaviour management is incorporated in the entire assessment process, through assessing the employee's teamwork, punctuality and effort, and non-work related support requirements.

**Assessment types:**

**Method of measurement used by the tool (point in time assessment/on-going/combination)**

Reviews are conducted annually, but assessment is also on-going on a daily basis.

New employees are reviewed within three months because they would have only undergone an Entry Skills Assessment which determines training and placement and not their wage.

**Party conducting assessment (internal/external/individual/multiple individuals involved/productivity data only)**

Multiple individuals are involved in conducting an assessment and include the following people:
Appendix A: Wage Assessment Tool Audits

- Training staff
- Supervisor
- Advocate
- Employee

Weightings attached to productivity versus competency/task assessments. If fixed, state ratios. If variable, state that no fixed weighting

This WAT measures competency only.

**Mathematical formula used by WAT**

1. The scores associated with each rating are added to produce a total wage assessment score. The maximum possible total point score is 240 points and this would equate to 100 per cent of the Pay Scale rate.

2. Each of the 21 pay levels has a bandwidth of wage assessment score points. For example, scores from 0 to 5 equate to Level 1, 24 to 29 points equate to Level 5 and so on up to 240 points where Level 21 is reached.

3. The bottom score in the bandwidth range is used for wage calculation as every employee in that level will meet the minimum of that particular bandwidth. For example, for all employees in the range of 24 to 29 points (i.e. Level 5), 24 points is used for wage calculation.

4. The percentage of Pay Scale rate to be paid is calculated by dividing the minimum score in the bandwidth by the maximum possible total score (i.e. 240 points) and then multiplying this fraction by 100 to obtain the percentage.

   For example, if an employee's Wage Assessment score is 25 points, this falls within the 24 to 29 point bandwidth, i.e. Level 5. The minimum of 24 points is used in the calculation:

   \[
   \text{Percentage of Pay Scale rate} = \left( \frac{24}{240} \right) \times 100 = 10 \text{ per cent}
   \]

   The employee is paid 100 per cent of the Pay Scale rate once their wage assessment score is 240 points.

**What percentage of an employee's wage is determined by scores in:**

(a) Task competency.
(b) Work skills.
(c) Productivity: Not factored into the WAT.
(d) Behaviour.
(e) Supervision.

(a), (b), (d) and (e) equal 100 per cent.

The total assessment score is derived from a process of observations, tasks, skills and knowledge, third party reports, questioning and ability/capability achieved throughout the year.
Does increase in productivity result in higher wage outcome?

No, as the tool is competency based.

Anti-regression provision

No. In the event that a wage assessment indicates an employee's wage level should be decreased, the following procedure must be undertaken:

- The areas that require improvement are outlined to the employee.
- The Training Department is involved in setting up a training program that will assist the employee in improving the necessary and relevant skills in the identified areas.
- A period of six months is allowed for the employee to achieve the required outcomes.

In the event that the above steps have been taken and the employee is still unable to meet the required criteria, the employee's wage grading is adjusted accordingly.

Minimum hourly/weekly payment

The Phoenix Wage Assessment Procedure Manual states Phoenix's policy that no full time employee will be paid below a minimum level of $50.00 per 38 hour week (as per the Phoenix Employee Wage Assessment Procedure Manual dated 3 December 2008).

Capping of wages. Is the maximum rate of pay capped/fixed?

The maximum rate of pay is not capped and employees are able to earn 100 per cent of the applicable Pay Scale rate.

Commencement rate of pay. What is the minimum and maximum period between commencement and first wage assessment?

An Entry Skills Assessment is conducted for new/prospective employees to determine placement and training requirements. A new employee will then be assessed within three months of commencing work to determine what rate of the Pay Scale rate they will be paid for the following twelve months. It is unclear what wage this person will receive in between the time of an entry skills assessment being conducted and when they will be reviewed to determine their commencement rate of pay.

Once a new employee has been assessed to determine what rate of the Pay Scale rate they will be paid for the following twelve months, should they be assessed at lower than the minimum wage level, they will still receive $50.00 per week as per the Phoenix Wage Assessment Procedure Manual. The employee is then reassessed twelve months from that date, unless there is a six month pay review.

Wage variations will apply from the next full pay period from the date of the pay review.

Is there a trial period? Or a training period? Are there set wages for this period of time? Is training specifically provided once employment has commenced and prior to assessment?

A minimum wage applies to all employees from the time of commencement.
Entry Assessments are conducted for the purposes of determining placement and training, but it is unclear if there are set wages for this period of time of having undertaken an Entry Skills Assessment and their first wage assessment.

The annual wage assessment process involves the setting of goals and associated training and action plans for each employee, although annual training in key areas (i.e. safety) occurs on a regular basis.

**Are there any attempts to estimate capacity (productivity or competency) of an employee on commencement and prior to full assessment? Similarly are there any attempts to determine if training is needed?**

An Entry Skills Assessment is conducted for new/prospective employees, but the information gathered is for placement and training purposes and not for wage assessment. A new employee will be assessed within three months of commencing work.

**Provision of back pay available after initial assessment completed**

This information is not available.

**Can an advocate assist an employee in disputing/appealing a wage outcome? Is the process of disputing/appealing wage outcomes clear? Avenues of external appeal**

All employees are given the opportunity to have an advocate of their choice present for the whole assessment process which occurs at their annual assessment meeting. The employee, advocate of their choice and supervisor attend and complete the WAT together.

Should an employee seek to review the outcomes of their assessment, as outlined in the Agreement, they have the right to appeal, through the Grievance Procedure.

The Training and Development Manager is the internal senior assessor and will have final say should a dispute arise.

**What is the period of time between initial assessment or wage review and corresponding pay increase? (e.g. immediate, next pay period, following financial year)**

Wage variations will apply from the next full pay period from the date of the pay review.

**Other differentiating factors**

Once an employee completes one year’s satisfactory performance at Level 21 (i.e. the highest Level and 100 per cent of the applicable Pay Scale rate), the employee can choose to either remain covered by Schedule 1 of the Agreement, and/or be covered by the provisions that apply to Staff covered by that Schedule.

**The qualifications/expertise or training of the party conducting the assessment**

All assessments must be undertaken by qualified Training Staff. They must be qualified or undertaking a minimum of Certificate IV in Workplace Training and Assessment or show skill in conducting assessment, at the discretion of the training manager.
Is the maximum rate of pay lower than the applicable Pay Scale rate?

Employees have the opportunity to earn 100 per cent of the applicable Pay Scale rate.
The SkillsMaster System

Whether the tool is a derivative or an adaptation of another tool

The tool is neither a derivative nor an adaptation of another tool. It was developed by Practical Workplace Relations Solutions Pty Ltd (formerly Workplace Relations Consulting Pty Ltd). Organisations that have adopted the tool as per 17 March 2006 include:
- Northaven Pty Ltd; and
- Gunnedah Workshop Enterprises Ltd.

The purpose for which the tool is used

This WAT measures competency and productivity with a focus on competency.

The type of work being assessed

The tool was developed so that it could be implemented at various organisations undertaking similar or different types of work (i.e. recycling, gardening, packaging).

Whether existing wage and classification structure is integral to the current WAT, or whether the tool determines a pro rata capacity assessment which can easily be applied to any wages and classification

The tool determines a pro rata capacity assessment that results in a proportion of the applicable Pay Scale rate derived from an award.

In order to determine the pro rata wage, each employee will be assessed according to their ability to complete each of the tasks contained in the employee's allocated job model.

The 'job model' is the required task skills an employee undertakes that is determined by the tasks contained in the Pay Scale classification structure and required to be performed by a non-disabled employee.

Has the WAT been incorporated into an agreement?

Yes. The SkillsMaster WAT has been incorporated into workplace agreements, including those of Gunnedah Workshop and Northaven Ltd.

The current source of wage rates under the WAT

The SkillsMaster tool was developed to comply with legislative standards and operates on the basis that if an employee is to be paid on the basis of an award, the employee should be assessed against the requirements of the Pay Scale.

What classifications and levels are used?

Normally the classification or skill level of the Pay Scale derived from the relevant award would be the base rate, although in some circumstances a higher classification may be used for the work being performed.

According to the SkillsMaster System User Manual, each level of the tables score range is established by multiplying the percentage of Pay Scale rate by the total number of score
points available. The total number of score points available is established by multiplying the number of task units in the Job Model by the maximum score for each task unit, i.e. 6 points. For example, 30 tasks multiplied by 6 equals 180 score points.

<table>
<thead>
<tr>
<th>Skill Level</th>
<th>Score Range</th>
<th>% of Pay Scale Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level 1 (entry)</td>
<td>9 to 17</td>
<td>5%</td>
</tr>
<tr>
<td>Level 2</td>
<td>18 to 26</td>
<td>10%</td>
</tr>
<tr>
<td>Level 3</td>
<td>27 to 35</td>
<td>15%</td>
</tr>
<tr>
<td>Level 4</td>
<td>36 to 44</td>
<td>20%</td>
</tr>
<tr>
<td>Level 5</td>
<td>45 to 53</td>
<td>25%</td>
</tr>
<tr>
<td>Level 6</td>
<td>53 to 62</td>
<td>30%</td>
</tr>
<tr>
<td>Level 7</td>
<td>63 to 71</td>
<td>35%</td>
</tr>
<tr>
<td>Level 8</td>
<td>72 to 89</td>
<td>40%</td>
</tr>
<tr>
<td>Level 9</td>
<td>90 to 107</td>
<td>50%</td>
</tr>
<tr>
<td>Level 10</td>
<td>108 to 125</td>
<td>60%</td>
</tr>
<tr>
<td>Level 11</td>
<td>126 to 143</td>
<td>70%</td>
</tr>
<tr>
<td>Level 12</td>
<td>144 to 161</td>
<td>80%</td>
</tr>
<tr>
<td>Level 13</td>
<td>162 to 179</td>
<td>90%</td>
</tr>
<tr>
<td>Level 14</td>
<td>180</td>
<td>100%</td>
</tr>
</tbody>
</table>

**Whether (and how) the tool measures competency and/or productivity:**

- type of core competencies measurement (i.e. what does the tool measure?) and data sources;
- types of task skill measurement and data sources;
- types of productivity measurement (time based, unit based) and data sources (e.g. production data, structured observations, unstructured observations); and
- comparator used (‘ideal’ employee/average employee/supervisor etc).

There are three stages in the wage assessment process:

- Competency Assessment;
- Performance and Output Assessment; and
- Wage calculation.

Competency and performance assessments are completed for each employee and a percentage of the award wage is determined based on these results.

**Competency Assessment**

The employee is assessed on each task the employer deems necessary for the employee to complete the whole task.

The ‘whole task’ will be consistent with the indicative tasks contained in the classification structure of the industry award covering the type of work and classification for an employee without a disability.
The assessor determines if the employee is competent at the tasks being assessed (i.e. the tasks listed in the job model for the employee) and competency is determined on a yes/no basis.

**Performance and Output Assessment**

Performance is measured after competency is determined. Considerations in this assessment include:

- Consistency in completing tasks.
- Level of supervision to complete the task.
- The frequency of training to remain competent
- Levels of output.
- Behaviour Management.

**Data sources**

Evidence can be collected in many ways and can include:

- Direct evidence: structured observation of the employee carrying out the work task.
- Indirect evidence: for example, can be obtained by proficiency tests.
- Supplementary evidence: of an employee's performance may be required to ensure that an employee can complete work tasks competently in various situations, circumstances and environments.

**Comparator**

Productivity is measured against the average output levels of a group of employees with a disability with similar skills and completing similar tasks.

**Wage Calculation**

A percentage of the Pay Scale rate is determined based on the assessed competency and performance of the tasks an employee can complete.

**Examples of organisations using the SkillsMaster WAT:**

**Northaven Ltd**

At Northaven Ltd (Northaven), the data used for conducting wage assessments is collected by trained supervisors and documented in training notes and the supervisor’s diary. The assessment data and an employee’s wage are reviewed at least quarterly.

**Gunnedah Workshop Enterprise Ltd**

The assessment process starts with on-the-job assessment by the employee’s supervisor who documents progress notes and other records over a two month period.
Whether the WAT attempts to capture an employee's entire range of skills and competencies or a selection (and the type of selection)

The WAT captures a selection of an employee's skills. Each work stream contains specific core competencies (drawn from industry and enterprise specific standards) and tasks skills are clearly and simply defined.

According to Jenny Pearson's report at March 2006, the WAT recognises an employee's competency in task units (e.g. provide plant care). According to Jenny Pearson's report, an employee is not disadvantaged if they have not been able to achieve competency (e.g. water plants), in all parts of the work task. The employee is credited for those parts/units of the task in which they are competent.

Number of ratings used across each measurement (e.g. three levels for competencies [average, above average, below average])

Competency is measured by 'competent' or 'not competent'.

Performance and output (productivity) are measured by ratings between not competent (score of 0) and excellent (score of 6). Each rating has a corresponding score and rating criteria which are applied to all the tasks being assessed. The scores for each assessed task are tallied and the result is the appropriate wage level and percentage of Pay Scale rate of pay payable to the employee.

Is training/supervision measured separately?

Training and supervision is not measured separately and is considered part of the assessment process.

Training and supervision are part of the WATs pre-determined criteria in the 6-point rating scale.

Is behaviour management measured separately?

Behaviour management is not measured separately and is considered part of the assessment process.

Behaviour management is part of the WATs pre-determined criteria.

Paragraph 10.8.3 of the Jenny Pearson report notes that behavioural issues were identified as the most difficult aspect to assess consistently.

Assessment types:

Method of measurement used by the tool (point in time assessment/on-going/combination)

This information is not specifically provided for, as different organisations will implement their own method of measurement. The SkillsMaster User Manual does not prescribe a method of measurement.
Party conducting assessment (internal/external/individual/multiple individuals involved/ productivity data only)

An accredited Workplace Assessor conducts the wage assessment.

Weightings attached to productivity versus competency/task assessments. If fixed, state ratios. If variable, state that no fixed weighting

The employee is first measured on their competency to undertake/perform a task. Once an employee is assessed as competent, then a further assessment is undertaken to determine performance/ productivity.

Mathematical formula used by WAT

To calculate the percentage of the Pay Scale rate payable to an employee, the scores for each performance and output rating assessed for the employee are totalled.

The maximum number of points for a job model will depend on the number of task units in the job model. For example, if there are 23 task units in a job model, the maximum possible points for the job model is 138 points, that is, 23 task units multiplied by a maximum of 6 points (i.e. six point rating scale).

What percentage of an employee's wage is determined by scores in:

(a) **Task competency:** 100 per cent.

(b) **Work skills:** Does not use core skills as a means for determining wages unless these skills are an integral component of completing the job.

(c) **Productivity:** Incorporated in assessment in task performance and output (in the 6-point rating scale criteria).

(d) **Behaviour:** Incorporated in assessment in task performance and output.

(e) **Supervision:** Incorporated in assessment in task performance and output.

Does increase in productivity result in higher wage outcome?

Yes an increase in productivity will assist in a higher wage result for an employee, but is not the sole consideration. An employee's performance is also assessed with additional considerations including:

- Consistency in the completion of the task.
- Level of supervision to complete the task.
- The frequency of training required to remain competent.
- Behaviour management issues.

Anti-regression provision

This information is not available.

Minimum hourly/weekly payment

This information is not available.
Appendix A: Wage Assessment Tool Audits

Capping of wages. Is the maximum rate of pay capped/fixed?

No. The maximum rate of pay is not capped and employees are able to earn 100 per cent of the applicable Pay Scale rate.

Commencement rate of pay. What is the minimum and maximum period between commencement and first wage assessment?

There is no standard commencement rate of pay for employees as they are placed in the most appropriate transitional level until a wage assessment is conducted.

An employee’s commencement rate of pay will depend upon a transitional level (i.e. wage level) they are placed in prior to a formal assessment being conducted.

The assessment should be conducted during the first twelve months of employment. The procedure and timing of assessment may vary in individual organisations using the SkillsMaster WAT.

Is there a trial period? Or a training period? Are there set wages for this period of time? Is training specifically provided once employment has commenced and prior to assessment?

There is no trial period or set training period, however the WAT establishes a link to training. The SkillsMaster WAT was originally used as a training system but continues to derive competencies (where possible) from awards and skills based on industry requirements.

Are there any attempts to estimate capacity (productivity or competency) of an employee on commencement and prior to full assessment? Similarly are there any attempts to determine if training is needed?

This information is not available.

Employees prior to a formal assessment being conducted are placed into a transitional level; however how this is determined is not clear.

Provision of back pay available after initial assessment completed

This information is not available.

Can an advocate assist an employee in disputing/appealing a wage outcome? Is the process of disputing/appealing wage outcomes clear? Avenues of external appeal

After an assessment, a meeting is held with the employee, parents and/or advocates where feedback on assessment is invited.

According to the SkillsMaster User Manual, a procedure must be in place in the event that an employee seeks to appeal a decision of the wage assessment, such appeal should be in accordance with the organisation’s Avoidance of Disputes Policies and Procedures.
What is the period of time between initial assessment or wage review and corresponding pay increase? (e.g. immediate, next pay period, following financial year)

On commencement of employment, employees are placed in a transitional level pending the outcome of an assessment, which should be conducted within the first twelve months of employment.

Other differentiating factors

- The WAT facilitates progression to higher wage levels by using a Skills Matrix database containing all the jobs required to be performed within an organisation.

- The SkillsMaster WAT is computerised and sets up job models, transfers all of the task units for identified competencies, receives assessment data, calculates scores and prorata wage rates. The system also functions as a skills and training database and can analyse the workforce by skill gap, job profile, desired training, etc.

The qualifications/expertise or training of the party conducting the assessment

Assessors conducting wage assessments are trained Workplace Assessors.

Is the maximum rate of pay lower than the applicable Pay Scale rate?

No. The maximum rate of pay is 100 per cent of the applicable Pay Scale rate (i.e. Level 14).
Sunnyfield Association

Whether the tool is a derivative or an adaptation of another tool

The Sunnyfield Association worked with a specialist consultant to develop its own tool.

The purpose for which the tool is used

The WAT assesses both competency and productivity.

The type of work being assessed

- Headset Assembly;
- Kitchen Assistant;
- Administration Assistant;
- Packaging and Mailing;
- Woodwork; and
- Electronic Assembly.

Whether existing wage and classification structure is integral to the current WAT, or whether the tool determines a pro rata capacity assessment which can easily be applied to any wages and classification

The tool determines a pro rata capacity assessment based on the extent of an employee's skill, performance and productivity, that is then translated into a pro rata rate from the LHMU Pay Scale.

Employees are classified into one of eleven wage levels based on their performance against the criteria specified for each wage level in the Skills Matrix and Job Models.

Has the WAT been incorporated into an agreement?

The Sunnyfield WAT is incorporated into a certified agreement that operates in conjunction with the LHMU Pay Scale. The certified agreement is known as The Sunnyfield Association (Business Services) Supported Employees Certified Agreement 2001 (Agreement). The Agreement provides for additional payment for higher productivity which could extend above 100 per cent of the Pay Scale.

The current source of wage rates under the WAT

The wage rates are contained in the Agreement and expressed as a percentage of Grade 1 of the LHMU Pay Scale.

What classifications and levels are used?

Grade 1 of the LHMU Pay Scale.

The classifications are found in Schedule B (Skills Matrix and Job Models) of the Agreement. The Agreement has eleven wage grades, with the first eight determined on the basis of competency assessment (as measured against the Skills Matrix and Job Models),
and translate to 7 per cent of the LHMU Pay Scale at Grade 1, to 32 per cent of the LHMU Pay Scale at Grade 8.

At Grade 9, the wage rate is negotiated with the Operations Manager and determined by competencies and productivity.

Grade 10 is determined through the SWS and Grade 11 is the full LHMU Pay Scale rate.

Sunnyfield Business Services – Industrial Agreement – Schedule A*

<table>
<thead>
<tr>
<th>Grade</th>
<th>Fortnightly Wage / (Hourly Rate)</th>
<th>Wage as % of Grade 1 LHMU Pay Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 (entry level)</td>
<td>$64.58 / ($0.86)</td>
<td>7%</td>
</tr>
<tr>
<td>2</td>
<td>$92.25 / ($1.23)</td>
<td>10%</td>
</tr>
<tr>
<td>3</td>
<td>$119.93 / ($1.599)</td>
<td>13%</td>
</tr>
<tr>
<td>4</td>
<td>$156.83 / ($2.09)</td>
<td>17%</td>
</tr>
<tr>
<td>5</td>
<td>$193.73 / ($2.58)</td>
<td>21%</td>
</tr>
<tr>
<td>6</td>
<td>$230.63 / ($3.07)</td>
<td>25%</td>
</tr>
<tr>
<td>7</td>
<td>$258.30 / ($3.44)</td>
<td>28%</td>
</tr>
<tr>
<td>8</td>
<td>$295.20 / ($3.93)</td>
<td>32%</td>
</tr>
<tr>
<td>9</td>
<td>Wage rate negotiated</td>
<td>32–45%</td>
</tr>
<tr>
<td>10</td>
<td>Wage determined by SWS</td>
<td>45–99%</td>
</tr>
<tr>
<td>11</td>
<td>Full Pay Scale rate</td>
<td>100%</td>
</tr>
</tbody>
</table>

Note:*as current at 15/12/2004

Whether (and how) the tool measures competency only, productivity only or competency and productivity; analysis could be carried out on different elements of this such as:

- type of core competencies measurement (i.e. what does the tool measure?) and data sources;
- types of task skill measurement and data sources;
- types of productivity measurement (time based, unit based) and data sources (e.g. production data, structured observations, unstructured observations); and
- comparator used (‘ideal’ employee/average employee/supervisor etc).

**Type of core competencies/skill measurement**

Areas assessed within the competency based system are:

- Task Skills – specific skills undertaken to directly complete a job, and
- Work Associated Competencies – general vocational skills that are required to maintain successful employment. For example, team work, punctuality, and working consistently.

**Types of productivity measurement/data sources**

The comparator used to measure productivity is generally measured against levels of output by peers undertaking similar tasks.
Assessors compile their information from a range of measurable aspects of performance and these include:

- The measure of products made or services delivered;
- Observation of processes undertaken;
- The measure of knowledge and understanding; and
- Observation of attitudes demonstrated.

Evidence can be gathered directly and indirectly, and supplementary evidence can be used when undertaking an assessment. An assessor can use a combination of all types of data sources available, however assessors must aim to make objective judgements and document in detail the type and form of evidence to be used.

Assessors use safe operating procedures and task analysis forms to assess and demonstrate a worker’s competence, and these forms outline and identify each work task specifically.

The wage rates expressed are a percentage of Grade 1 of the LHMU Pay Scale and the weekly wage amounts are based on a 37.5 hour week.

**Comparator used**

The comparator used in the assessment process is the level of output achieved by a peer undertaking similar tasks.

**The assessment process**

The following stages are involved in the assessment process:

- The determination of the performance criteria (i.e. the Skills Matrix – Schedule B);
- Gathering of evidence in relation to the performance criteria;
- Ensure competency standards have been met;
- Ensure that evidence of competency is sufficient; and
- Ensure that assessments are fair and unbiased.

**Whether the WAT attempts to capture an employee’s entire range of skills and competencies or a selection (and the type of selection)**

The tool captures a selection of an employee’s skills and competencies. The content and structure of the tool allows for an employee’s core competencies, work associated competencies and skills to be considered, however each Job Model specifies key core and task skills relevant in determining a wage result for the employee.

**Number of ratings used across each measurement (e.g. three levels for competencies [average, above average, below average])**

The core skills on the productivity and competency assessment forms are rated on a three point scale:

- 0 = Unacceptable Performance/ Skills not present
- 1 = Inconsistent Performance/ Criteria not reached
2 = Performance meets criteria
N/A = Not applicable/not relevant
N/O = Not observed.

The work skills are assessed on two components:
- Qualitative assessment of competency with a yes or no rating; and
- Productivity where a comparator/benchmark is used to determine if an employee's quantity meets the criteria. This is also a yes or no rating.

Assistance levels are as follows:
0 = No assistance/fully independent
1 = Indirect verbal prompt/instruction
2 = Gestural prompt
3 = Direct verbal prompt/instruction
4 = Modelling prompt
5 = Minimal physical prompt
6 = Full physical prompt
7 = Failed trial
N/A = Not applicable

Note that this scale is not scored for wage assessment calculation. The requirement for a 'yes' rating for a work skills is simply that the employee performs the skill to the minimum productivity level and without one to one supervision.

**Is training/supervision measured separately?**

Supervision is measured and is considered a 'core skill' in each wage grade, particularly Wage Grade Levels 1 to 8. The organisation provides intensive training, assistance with progression to other employment and a range of support services for employees.

The aim of the organisation's certified agreement is to provide training and access to employment for persons with a disability with a strong emphasis on encouraging employees with disability to move into open employment.

**Is behaviour management measured separately?**

Appropriate workplace behaviour and related competencies such as working well in a team are considered a core skill that an employee must have at various wage levels.

In the event that an employee demonstrates challenging behaviour, the organisation may suspend the employee for a limited period of time without pay.
Assessment types:

Method of measurement used by the tool (point in time assessment/on-going/combination)

Assessments occur on a point in time basis. Reviews are conducted annually, but can be conducted on a needs basis, or at the request of an employee.

Party conducting assessment (internal/external/individual/multiple individuals involved/productivity data only)

Assessments are undertaken by organisation personnel and/or an independent assessor with the workplace assessor qualifications.

Weightings attached to productivity versus competency/task assessments. If fixed, state ratios. If variable, state that no fixed weighting

No fixed weighting.

Mathematical formula used by WAT

There is no standard mathematical formula to determine an employee's wage.

The productivity and competency assessment is undertaken by qualified staff with a Certificate IV in Workplace Training and Assessment, who assess:

- core skills – specified for each wage grade; and
- work skills (quality and quantity) specified for each wage grade.

The worker’s Productivity/Competency Assessment is discussed at the Career Plan meeting and the skills, competencies and proposed wage are reviewed by those present until consensus is reached.

What percentage of an employee’s wage is determined by scores in:

(a) Task competency;
(b) Work skills;
(c) Productivity;
(d) Behaviour; and
(e) Supervision.

The content and structure of the tool is categorised into three areas of work performance to be assessed (i.e. core and work associated competencies, work skills and productivity), but these do not have specific weightings. The employee must meet all the specified competency, work skills and productivity requirements in order to progress to a higher wage level.

Does increase in productivity result in higher wage outcome?

Yes, an employee is able to progress to the next level if the employee can demonstrate productivity as specified for the work skills at their present grade. Once a worker has all the requisite skills (competencies, work skills and associated productivity) nominated in the
Skills Matrix and Job Models at their current level and any other skills at a higher level, they can advance to that higher level (subject to the organisation’s need to fill a position at a higher level).

An additional payment may be made to an employee where the employee has the competencies required at Grade 8 and/or is assessed as having a level of productivity that is significantly higher than his/her level of competency. Assessment for this additional payment occurs against established criteria in a Competencies/Productivity Assessment.

The assessment criteria include:

- Overall Work Performance;
- Productivity;
- Level of Skill Obtained;
- Adaptability;
- Initiative;
- Work Attendance; and
- Financial Considerations of the Organisation related to the Task/Function.

**Anti-regression provision**

No. In the event that an employee is assessed during a performance review to have lost or not maintained skills required at their current or a lower level, Sunnyfield may consider transferring the employee to a lower level more comparable to the employee’s current skill, ability and productivity. As a result, an employee can expect to receive a lower wage.

However, according to clause 4.1 of the organisation’s certified agreement, a ‘Saving Clause’ shall apply to current rates of pay so that the assessment process shall not result in any current employee initially receiving less than they currently receive.

**Minimum hourly/weekly payment**

According to the Sunnyfield Certified Agreement, the minimum rates of pay for employees are contained in Schedule A. Schedule A contains wages as a percentage of the LHMU Pay Scale, with the minimum being 7 per cent of the Grade 1 of the LHMU Pay Scale.

**Capping of wages. Is the maximum rate of pay capped/fixed?**

Wages are not capped and employees are able to earn 100 per cent or above of the LHMU Pay Scale.

**Commencement rate of pay. What is the minimum and maximum period between commencement and first wage assessment?**

There is no standard commencement rate of pay as an employee (subject to wage assessment), can enter on any level of the Skills Matrix. Employees are required to remain on the level at which they entered for a minimum period of three months, or equivalent if they are working less than 37.5 hours a week.
Is there a trial period? Or a training period? Are there set wages for this period of time? Is training specifically provided once employment has commenced and prior to assessment?

Assessment of new employees commences from the start of a Work Assessment trial, prior to formal employment and undergoes a full competency assessment during the first three months of employment.

Training is a feature of the skills development and in the event that an employee requires training, Sunnyfield will organise training in the employee’s normal working hours.

Upon successful completion of the work assessment trial, the first three months of employment will be probationary.

Are there any attempts to estimate capacity (productivity or competency) of an employee on commencement and prior to full assessment? Similarly are there any attempts to determine if training is needed?

Assessment of workers commences from the start of a Work Assessment trial, prior to formal employment. Each worker undertakes a full competency assessment during the first three months of employment. Prior to this assessment however, the employee is assigned to a transitional level pending the outcome of the competency assessment.

Provision of back pay available after initial assessment completed

This information is not available.

Can an advocate assist an employee in disputing/appealing a wage outcome? Is the process of disputing/appealing wage outcomes clear? Avenues of external appeal

Yes an advocate is able to assist an employee in disputing a wage outcome at the Career Plan meeting where any issues can be brought up and addressed there. However, in the event that the matter cannot be resolved at the meeting, it will be referred to the Training and Transition Manager.

A Dispute and Grievance Procedure is in the Agreement, and employees are able to access a general Complaints procedure. Employees are provided with information regarding external agencies they can contact if they do have a complaint.

What is the period of time between initial assessment or wage review and corresponding pay increase? (e.g. immediate, next pay period, following financial year)

Initial assessments occur within the first three months of employment and will be adjusted accordingly once results from a full competency assessment are finalised. For existing employees, wage reviews are conducted annually, however it is unclear as to when a corresponding pay increase (if applicable), will take effect.

Other differentiating factors

N/A.
The qualifications/expertise or training of the party conducting the assessment

All support staff and supervisors conducting the wage assessments have Certificate IV in Workplace Training and Assessment.

Is the maximum rate of pay lower than the applicable Pay Scale rate?

The maximum rate of pay is 100 per cent or above of the LHMU Pay Scale rate. Employees can also achieve above-Pay Scale rates of pay.
**Supported Wage System**

**Whether the tool is a derivative or an adaptation of another tool**

Neither. The tool was developed in consultation with relevant industrial authorities, employer, trade union and disability peak bodies, government departments, and specialised employment agencies for people with disability.

**The purpose for which the tool is used**

This WAT provides a method to assess the productivity of an employee against the performance levels of co-workers without a disability undertaking the same tasks.

**The type of work being assessed**

Various industries may adopt the SWS WAT and the tool can be adapted and applied to any relevant award or agreement, as the assessed percentage of productivity only applies to the wage rate.

**Whether existing wage and classification structure is integral to the current WAT, or whether the tool simply determines a pro rata capacity assessment which can easily be applied to any wages and classification**

The WAT determines a pro rata capacity assessment for employees with disability which can then be applied to any wages and classification.

**Has the WAT been incorporated into an agreement?**

There is a model Australian Workplace Agreement attached to the SWS WAT.

**The current source of wage rates under the WAT**

The SWS WAT was designed to operate in open employment settings and uses awards and industrial agreements. The current source of wage rates will depend upon whether the employer and employee are covered by the federal or state workplace relations systems, and particularly which industrial instrument they are employed under.

**What classifications and levels are used?**

This will vary depending on whether the employer and employee are covered by the federal or state workplace relations systems. Under the federal jurisdiction, minimum wages are currently included in Australian Pay and Classification Scales separate from awards. Under state workplace relations systems, minimum wages are presently contained in awards and are adjusted accordingly in accordance with decisions of the various state industrial relations tribunals.

**SWS Model Clause**

Employees to whom this clause applies are paid the applicable percentage of the minimum rate of pay prescribed in accordance with the following schedule (provided the minimum amount payable per week is not less than $69.00 at 2008, in accordance with the minimum rate set out in the SWS Pay Scale in Wage-Setting Decision 2/2008):
Appendix A: Wage Assessment Tool Audits

## Assessed capacity

<table>
<thead>
<tr>
<th>Assessed capacity</th>
<th>% of prescribed Pay Scale rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>10%</td>
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</table>

## Special Federal Minimum Wage

The minimum hourly rate payable to an employee is the percentage of the standard Federal Minimum Wage.

<table>
<thead>
<tr>
<th>Assessed productive capacity</th>
<th>% of standard FMW</th>
</tr>
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<tbody>
<tr>
<td>10%</td>
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## Special Business Services Pay Scale

The minimum hourly rate of pay is the percentage of the minimum rate of pay that would otherwise apply under a Pay Scale for the class of work which the employee is performing as follows:

<table>
<thead>
<tr>
<th>Assessed productive capacity</th>
<th>% of Pay Scale rate</th>
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<tbody>
<tr>
<td>10%</td>
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</table>
**Model Australian Workplace Agreement**

The employee will be paid the applicable percentage of the rate of pay described by the applicable Pay Scale for the class of work performed in accordance with the following:

<table>
<thead>
<tr>
<th>Assessed productive capacity</th>
<th>% of Pay Scale rate</th>
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<tbody>
<tr>
<td>10%</td>
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<td>100% (or greater)</td>
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NB The minimum rate payable during the trial period shall be not less than $69.00 per week for employees under Australian Workplace Agreements.

**Whether (and how) the tool measures competency and/or productivity:**

- type of core competencies measurement (i.e. what does the tool measure?) and data sources;
- types of task skill measurement and data sources;
- types of productivity measurement (time based, unit based) and data sources (e.g. production data, structured observations, unstructured observations); and
- comparator used (‘ideal’ employee/average employee/supervisor etc).

**Type of core competencies**

The productivity based nature of the tool requires a standard to be set of the productivity needed for the full rate of pay, and the assessment of an employee's achievement against that standard. The standards also show what is needed to earn the minimum rate of pay under the relevant Pay Scale for each duty.

**Type of task skill measurement**

The rate and quality of work in each duty is assessed. The SWS WAT allows for employers and assessors to specify performance standards which include a quality and quantity component in the standard. An example of such a standard may be ‘produce x units per hour’. The standard will be taken from the performance of co-workers performing the same or similar tasks in the workplace.

**Type of productivity measurement**

In calculating the wage rate, each duty the worker performs is weighted according to the amount of time spent on that duty. All duties are time weighted so that poor performance on a minor duty will not have a disproportionate adverse effect on the wage rate.
Comparator

An employee’s achievement on each duty is compared with the workplace’s standard for that duty.

- The comparative performance is then multiplied by the percentage of time spent on each duty. This gives a percentage of the award to be paid for each duty.
- The final percentage of the rate of pay to be paid for each duty is added.
- In some cases, the wage level may be adjusted for supervision and other work-related factors.
- The result is adjusted to a 10 per cent increment is the percentage of the relevant Pay Scale payable to the employee.

Time weighting is factored in to achieve a higher wage rate:

For example:

An employee in a plant nursery spends 60 per cent of her time on one duty in which she achieves 70 per cent of the expected performance for the relevant rate of pay. She spends 30 per cent of her time on a second duty in which she achieves 50 per cent of the expected performance for the relevant rate of pay. The remainder of her time is on a final duty where she achieves 40 per cent of the standard.

Without a time weighting this employee achieves a result of 53 per cent.

- Duty 1 – 70%
- Duty 2 – 50%
- Duty 3 – 40%  Average 53%

With a time weighting, the same employee would achieve a rating of 61 per cent

- Duty 1 – 70% x .60 = .42
- Duty 2 – 50% x .30 = .15
- Duty 3 – 40% x .10 = .04  By addition .61, i.e. 61%

Data sources

The tool establishes standards and measures employees’ achievements against the standards. In circumstances where some duties cannot be quantified, a qualitative standard will be used.

Whether the WAT attempts to capture an employee’s entire range of skills and competencies or a selection (and the type of selection)

The SWS WAT wage assessment process provides a method to assess the productivity of the employee against performance levels of co-workers without disability undertaking the same tasks in the workplace. However, it is unclear whether the WAT attempts to capture an employee’s entire range of skills and competencies or a selection when assessing the employee’s productivity. The SWS WAT aims to identify all of the key duties and tasks of the employee’s job for the purposes of productivity assessment.
Number of ratings used across each measurement (e.g. three levels for competencies [average, above average, below average])

This information is not available.

Is training/supervision measured separately?

Training is measured separately. Many employees will continue to receive training (specialist and general), after wage assessments in accordance with normal award and/or industrial agreement provisions.

Supervision is factored in when assessing an employee's capacity. Employees assessed at having 10 per cent capacity are given a higher degree of assistance and support.*

*NB Applies to employees assessed under the SWS Model Clause and employees who are covered under the Model Australian Workplace Agreement attached to the SWS WAT.

Is behaviour management measured separately?

This information is not available.

Assessment types:

Method of measurement used by the tool (point in time assessment/on-going/combination)

Point in time assessments are conducted in the SWS WAT at least annually. An earlier review date may be negotiated if at least one party wishes for this to occur.

Party conducting assessment (internal/external/individual/multiple individuals involved/productivity data only)

Assessments are generally conducted by Providers contracted by the Department of Employment and Workplace Relations to perform supported wage assessments. However, depending on the industrial instrument under which the employee is subject to, the assessor may be conducted by:

- the employer and a worker representative;
- the employer and a DEEWR contracted assessor; or
- the employer and a union party to the award/agreement.

Weightings attached to productivity versus competency/task assessments. If fixed, state ratios. If variable, state that no fixed weighting

There are no weightings in this WAT.

Mathematical formula used by WAT

The usual process for wage calculation:

- The extent to which an employee achieves the basic standard for each duty (expressed as a percentage) is simply multiplied against the percentage of time spent on that duty.
- The result is the percentage of the relevant rate of pay to be paid for that duty.
The result from each duty is then added to give the percentage of the full relevant rate of pay for the job.

In some cases, an employee's wage may need to be varied, depending on the employee's individual circumstances and needs (i.e. supervision).

**What percentage of an employee's wage is determined by scores in:**

(a) Task competency;
(b) Work skills;
(c) Productivity;
(d) Behaviour; and
(e) Supervision.

This WAT is 100 per cent productivity based, with (a), (b), (d) and (e) factored in.

**Does increase in productivity result in higher wage outcome?**

Yes.

**Anti-regression provision**

No. During a wage review, all relevant parties will reassess the percentage of the full Pay Scale rate paid to the employee and either agree to amend, or agree to maintain the employee's current wage.

**Minimum hourly/weekly payment**

The minimum weekly payment is $69.00 as at July 2008.

The minimum amount payable may be less than $69.00 where it is prescribed in the relevant industrial instrument and does not fall under the jurisdiction of the Commission.

**Capping of wages. Is the maximum rate of pay capped/fixed?**

No wages are not capped and employees are able to earn 100 per cent of the prescribed Pay Scale rate.

**Commencement rate of pay. What is the minimum and maximum period between commencement and first wage assessment?**

In most cases the commencement rate of pay will be a minimum of $69.00 per week during the employee's training period.

**Is there a trial period? Or a training period? Are there set wages for this period of time? Is training specifically provided once employment has commenced and prior to assessment?**

A period of specialised on-the-job training will usually be required for most people using the SWS WAT before a formal wage assessment is conducted. The trial period may last for a period of 12 to 16 weeks, but will depend on the relevant industrial instrument. The Special Federal Minimum Wage provides for a trial period not exceeding 16 weeks. The relevant parties will negotiate a trial wage, however it must be at least $69 per week and
dependent upon the industrial provision that applies. The amount should ideally reflect the productivity levels for the trial period.

Alternatively, employees may be assessed and begin employment if it is agreed by both parties that a trial period is unnecessary.

Many employees will continue to receive training (specialised or general), after any wage assessment as part of any industrial provisions.

**Are there any attempts to estimate capacity (productivity or competency) of an employee on commencement and prior to full assessment? Similarly are there any attempts to determine if training is needed?**

According to the SWS Handbook, it is imperative that employees are not pre-assessed as capable of performing at a certain wage level and then placed in jobs. The SWS WAT is not intended for jobs where core duties and tasks will and may often change.

**Provision of back pay available after initial assessment completed**

No this is not available.

**Can an advocate assist an employee in disputing/appealing a wage outcome? Is the process of disputing/appealing wage outcomes clear? Avenues of external appeal**

Yes an advocate is able to assist an employee in disputing or appealing a wage outcome. If the employer and wage assessor are unable to reach agreement on the outcome of the initial wage assessment, the employer may elect to not offer employment under the terms of the SWS WAT.

Once the employee has been engaged on a pro rata Pay Scale rate, the dispute resolution mechanisms available to other employees in the workplace apply. The relevant industrial relations body has jurisdiction over disputes.

**What is the period of time between initial assessment or wage review and corresponding pay increase? (e.g. immediate, next pay period, following financial year)**

Depending on the state or federal industrial provisions relevant to the worker, the trial period can be up to 12 weeks or 16 weeks. There is no minimum period for the trial period and the parties may elect to proceed with a wage assessment at an early stage. The operative day of the wage assessment agreement is the date the wage assessment agreement is signed by the employee, workers and union representative or wage assessor.

**Other differentiating factors**

A person is able to participate in the SWS if:

- the job under consideration is covered by an industrial instrument or legislative provision which permits employment for pro rata wages under the SWS; and
- the person is an Australian citizen or is a resident in Australia whose continued presence is not subject to a time limit imposed by Australian law; and
- the person is at least 15 years of age; and
• the person has no outstanding worker’s compensation claim against the current employer; and

• as determined by Centrelink, the person meets the impairment criteria for receipt of the Disability Support Pension (DSP); and the job is a minimum of 8 hours per week.

• From 2 July 2007, applications for the SWS must be made via online through the JobAccess homepage. Eligibility for SWS is determined by the Supported Wage Management Unit.

• The SWS seeks to emphasise that the presence of a disability or eligibility for the Disability Support Pension should not of themselves warrant below-award payment.

• Part-time employment can be assessed under the SWS using the same procedures and calculations as for full-time employment.

• The SWS is not intended for contractors, short-term or temporary jobs, or jobs in which core duties and tasks often change.

• Government assistance, in the form of a payment, may be provided to employers to offset some of the costs of employing a worker with a disability under the SWS.

The qualifications/expertise or training of the party conducting the assessment

Various providers contracted by the Department of Education, Employment and Workplace Relations are able to conduct supported wage assessments. However, in order to be considered for approval as a Supported Wage Assessor, certain training and experience is required and include:

• a minimum two years practical experience in the disability employment or related sector; and

• a formal qualification in a field relevant to the delivery of services.

Is the maximum rate of pay lower than the applicable Pay Scale rate?

No. The maximum rate of pay can be 100 per cent of the applicable Pay Scale wage, or above.
Valmar Support Services

Whether the tool is a derivative or an adaptation of another tool

The Valmar Support Services (Valmar) WAT is a two tier model. The first tier is competency based and the second tier is a derivative of the SWS WAT. Valmar also incorporated some adaptations of the Yumaro WAT.

The purpose for which the tool is used

The Valmar WAT is a competency-based tool for use in the Softwood Industry, based on the pro rata wage rates in the Pay Scale derived from the Timber and Allied Industries Award 1999 (Timber Industries Pay Scale).

The type of work being assessed

Work relating to classifications in the Timber Industries Pay Scale.

Whether existing wage and classification structure is integral to the current WAT, or whether the tool determines a pro rata capacity assessment which can easily be applied to any wages and classification.

The existing structure is integral to the current tool.

The Timber Industries Pay Scale has been adopted and is used in the organisation’s agreement and wage system.

The first tier (Levels 1–5) of this WAT determines competency through a pro rata capacity assessment, which is made up of six wage levels linked to percentages of the Timber Industries Pay Scale. Competencies are identified and documented in the organisation’s Enterprise Agreement.

The second tier, which only operates in relation to employees who are assessed as fully competent (Level 6), uses the SWS methodology and the SWS WAT.

Has the WAT been incorporated into an agreement?


The current source of wage rates under the WAT

The wage rates are contained within the Agreement and based on rates of pay in the Timber Industries Pay Scale.

What classifications and levels are used?

Employees are paid in accordance with the organisation’s Agreement. Levels 1, 2 and 3 are calculated as a percentage of the Timber Industries Pay Scale Grade 2, and Levels 4, 5 and 6 are calculated as a percentage of the Pay Scale Grade 3. Each skill level has three bands:
## Agreement position/skill level

### % of Grade 2 of the Timber Industries Pay Scale

<table>
<thead>
<tr>
<th>Agreement position/skill level</th>
<th>% of Grade 2 of the Timber Industries Pay Scale</th>
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</thead>
<tbody>
<tr>
<td>1D</td>
<td>15% = $1.98</td>
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<tr>
<td>1PSD</td>
<td>17.5% = $2.31</td>
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<tr>
<td>1PSD+</td>
<td>20% = $2.64</td>
</tr>
<tr>
<td>2D</td>
<td>20% = $2.64</td>
</tr>
<tr>
<td>2PSD</td>
<td>22.5% = $2.97</td>
</tr>
<tr>
<td>2PSD+</td>
<td>25% = $3.30</td>
</tr>
<tr>
<td>3D</td>
<td>25% = $3.30</td>
</tr>
<tr>
<td>3PSD</td>
<td>27.5% = $3.62</td>
</tr>
<tr>
<td>3PSD+</td>
<td>27.5% = 3.95</td>
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<table>
<thead>
<tr>
<th>Agreement position/skill level</th>
<th>% of Grade 3 of the Timber Industries Pay Scale</th>
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<tbody>
<tr>
<td>4D</td>
<td>30% = $4.13</td>
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<tr>
<td>4PSD</td>
<td>32.5% = $4.48</td>
</tr>
<tr>
<td>4PSD+</td>
<td>35% = $4.82</td>
</tr>
<tr>
<td>5D</td>
<td>35% = $4.82</td>
</tr>
<tr>
<td>5PSD</td>
<td>37.5% = $5.17</td>
</tr>
<tr>
<td>5PSD+</td>
<td>40% = $5.51</td>
</tr>
<tr>
<td>6D</td>
<td>40% = 5.51</td>
</tr>
<tr>
<td>6PSD</td>
<td>42.5% = $5.86</td>
</tr>
<tr>
<td>6PSD+</td>
<td>45% = $6.20</td>
</tr>
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### Whether (and how) the tool measures competency and/or productivity:

- type of core competencies measurement (i.e. what does the tool measure?) and data sources;
- types of task skill measurement and data sources;
- types of productivity measurement (time based, unit based) and data sources (e.g. production data, structured observations, unstructured observations); and
- comparator used (‘ideal’ employee/average employee/supervisor etc).

### Types of core competencies

All employees are to have or will be trained in knowledge and skills of:

- Occupational Health and Safety Guidelines;
- Manual handling guidelines;
- Enterprise standards for grass appearance;
- Correct use and care of equipment;
- Australian standard code of practice, work site traffic management;
- Correct set-up, use and cleaning procedures for tools and mowing equipment, minor repairs and service requirements; and an ability to
- Mow grassed areas; and
- Maintain grassed areas.
The types of task skill measurement

The assessment process is assessed based on the work they are performing under the skill level descriptors in Schedules 1A or 1B of the organisation’s Agreement, which sets out each level and the duties and/or knowledge an employee is expected to have. When an employee is able to demonstrate capacity to perform all duties consistent with that level as set out in Schedules 1A or 1B they able to progress to a higher level.

A Valmar workplace assessor reviews the worker’s documentation, liaises with key support staff and determines the employee’s wage level based on task competencies and support requirements.

The forms and documents used in this WAT include:

- training plans and task analyses which include training programs and methods as well as evidence guides and performance criteria;
- task assessment forms break down each of the key work tasks into their component steps with the required competencies, and are used to record the employee’s competency and support needs for each task;
- monthly report forms where key support workers rate aspects of an employee’s work performance; and
- employee progression quick snap shot which identifies key duties for each wage band and the employee’s current competencies and training requirements.

The wage assessment details and suggested wage level are documented on the Wage Assessment Evaluation Sheet. In addition, the assessor must sign a declaration regarding the employee’s competency status.

Types of productivity measurement

Productivity is considered for the purposes of determining whether an additional Performance Step increment of 2.5 per cent or 5 per cent will be applied in Levels 1 to 6. Above Level 6, productivity will be measured if the employee chooses to have a SWS assessment.

Comparator used

A comparator is used in this WAT whereby a Performance Step (PS or PS1 of 2.5 per cent or 5 per cent respectively) is added in recognition of employees who are consistently more productive and require less supervision than their peers.

Whether the WAT attempts to capture an employee’s entire range of skills and competencies or a selection (and the type of selection)

The WAT captures a selection of skills and competencies. A task assessment form is completed for each key task an employee undertakes, although a key support worker is able to document other observations such as workplace behaviour, and/or any incidents that may occur.

Wage assessment for the first tier is summarised in the Agreement, which outlines the duties and competencies expected of employees at each of the six first tier wage levels. For example, an employee at Level 1 for the Taskwrights worksite are:
• able to exercise minimal judgement;
• perform a small range of simple tasks; and
• use well established techniques and methods either on their own or in a team environment.

The duties an employee at this level would undertake, but would not be limited to include:
• sweeping;
• bagging grass;
• general cleaning;
• weeding;
• watering; and
• any other associated task that is incidental to complete the task at hand.

The training plans and necessary assessment forms required to complete the wage assessment process clearly outline the competency requirements.

**Number of ratings used across each measurement (e.g. three levels for competencies [average, above average, below average])**

The monthly report completed by the key support worker for each Valmar employee rates five aspects of work performance as follows:
• Work attendance
• Participation as a team player
• Wears the appropriate clothing
• Workplace appearance
• Attitude towards work

The rating scale used of Excellent/ Good/ Satisfactory/ Poor is used for these work aspects.

An additional assessment scale is used for Task Assessment (e.g. operating a propel mower), and the relevant scale is as follows:
0 = unable to complete task without direct assistance
1 = completes task with some guidance
2 = completes task with minor prompting
3 = competent (without supervision)

**Is training/supervision measured separately?**

Training is measured separately as Valmar has documented training plans for each work competency. Each plan will include:
• Training programs
• Competency based task analysis; and
• Evidence guides and performance criteria.
These are used as part of the Employment Assistance Plan (EAP), and seek to assist employees achieve the competencies required for wage advancement.

An employee’s support needs are incorporated into the assessment and are rated as follows:

- one to one support
- regular support
- ongoing support
- minimal support

**Is behaviour management measured separately?**

Behaviour management is not measured separately. The key support worker for the employee is able to document any workplace behaviours in the monthly report form.

**Assessment types:**

**Method of measurement used by the tool (point in time assessment/on-going/combination)**

The Valmar method of assessment is ongoing. Task assessment forms are completed as well as monthly client report forms and these are used by the assessor to inform the wage assessment.

At least once a year an assessment process is conducted. An employee is able to request a review (which shall not reasonably be refused), if the employee is able to demonstrate capacity or willingness to acquire new skills.

**Party conducting assessment (internal/external/individual/multiple individuals involved/productivity data only)**

First tier assessments will be conducted by a suitably qualified person as agreed between Valmar and the Union. The Assessor for second tier assessments shall be a Certified SWS Assessor.

According to Jenny Pearson’s report, at least once a year, an internal Valmar workplace assessor (with a qualification in Certificate IV Workplace Training and Assessment) reviews an employee’s documentation, consults with key support staff and determines an employee’s wage level based on the employee’s task competencies and support requirements. The wage assessment will be reviewed by the business services manager who is also a SWS Assessor.

**Weightings attached to productivity versus competency/task assessments. If fixed, state ratios. If variable, state that no fixed weighting**

The tool consists of two tiers. At tier 1, an employee in Levels 1–6 is assessed on competency. Once the employee reaches a level of skill that is assessed as ‘fully competent’ (Level 6), they progress to tier 2 where they are assessed on productivity using the SWS method and SWS WAT.
Mathematical formula used by WAT

There is no specific formula, however the workplace assessor determines an employee's wage based on the outcome of task competencies and support requirements.

If the employee can demonstrate consistent productivity and requires less supervision, a performance step (PS) of 2.5 per cent or PS1 (5 per cent) will be added. These additions are based on the previous six months data.

Once an employee has progressed to Level 6, the employee will be paid at either a Level 6 plus 5 per cent rate (if appropriate), or the result of the SWS assessment – whichever is the greater.

Progression through the first tier of this WAT is competency based and is determined by the employee having demonstrated the task competencies.

What percentage of an employee’s wage is determined by scores in:

(a) Task competency: 100 per cent at Levels 1–6. Task competency incorporates (b), (d) and (e).
(b) Work skills.
(c) Productivity: Taken into account above level 6 in the SWS assessment. Productivity is not taken into account in Levels 1–6, other than to determine if the employee will be paid an additional PS increment of 2.5 per cent or 5 per cent.
(d) Behaviour.
(e) Supervision.

Does increase in productivity result in higher wage outcome?

In tier 1 (Levels 1 to 6), employees who are consistently more productive and require less supervision than their peers are paid an additional increment of 2.5 per cent or 5 per cent. Once an employee has been assessed as having reached Level 6, they enter tier 2 and it is open to the employee if they wish to undergo a SWS productivity assessment. The employee will be paid at whichever assessed rate is higher.

Anti-regression provision

Yes. According to the organisation’s agreement (clause 11.5), no employee will have their wages decreased as a result of a wage outcome or further assessment.

Minimum hourly/weekly payment

Valmar employees receive a minimum 15 per cent of the Timber Industries Pay Scale rate of pay.

Capping of wages. Is the maximum rate of pay capped/fixed?

The first tier of the Valmar Wages System has six Wage Levels which start at 15 per cent of the TIA Grade 2 and finish at 40 of the TIA Grade 3. Once an employee has reached Level 6 (i.e. 40 per cent of Timber Industries Pay Scale Grade 3, plus a possible PS1 increment of 5 per cent), they can opt to have a productivity based SWS assessment which provides for a wage outcome of up to 100 per cent of the Pay Scale rate of pay.
Valmar confirmed that once an employee exceeds an assessment of 45 per cent of Grade 3 they are assessed under the SWS.93

**Commencement rate of pay. What is the minimum and maximum period between commencement and first wage assessment?**

New employees are employed on a trial basis and are paid at Level 2, Band 1 (20 per cent of the Timber Industries Pay Scale), but this is subject to pre-existing competencies. If employees already possess pre-existing competencies, they will be paid an interim wage level.

**Is there a trial period? Or a training period? Are there set wages for this period of time? Is training specifically provided once employment has commenced and prior to assessment?**

Yes, new employees may be employed on a trial basis for three months and paid at Level 2, Band 1, unless they have pre-existing competencies. If they do, they are paid at an interim wage level.

The trial period will be no longer than twelve weeks and is not a period of probation.

**Are there any attempts to estimate capacity (productivity or competency) of an employee on commencement and prior to full assessment? Similarly are there any attempts to determine if training is needed?**

It is unclear how a new employee’s competency may be ascertained, as Jenny Pearson’s report states new workers are paid an interim wage level rather than Level 2, Band 1 if they have pre-existing competencies. How this is determined is unclear.

An initial assessment is carried out within a short period of the employee commencing at Valmar, however this is always completed before three months. The employee’s wage is then confirmed within six months after the completion of a full wage assessment.

**Provision of back pay available after initial assessment completed**

This information is not available.

**Can an advocate assist an employee in disputing/appealing a wage outcome? Is the process of disputing/appealing wage outcomes clear? Avenues of external appeal**

Yes, the dispute resolution procedure for employees is adapted from the Timber Industries Award, and contained in clause 16 of the agreement. It provides that employees are able to:

- write or speak to the Valmar Board of Directors;
- write or phone the DFACS Project Officer responsible for Valmar;
- contact the Disability Advocacy Network;
- contact the NSW Disability Complaints Service; or
- contact the Disability Services Abuse and Neglect Hotline.
The Agreement also provides that Valmar will give every assistance to assist employees contact the appropriate body.

**What is the period of time between initial assessment or wage review and corresponding pay increase? (e.g. immediate, next pay period, following financial year)**

New employees are employed on a trial basis of three months and paid at Level 2, Band 1 unless they have pre-existing competencies, in which case they are paid an interim wage level. Within three contact months the employee would have completed an initial assessment and within six months of commencing employment, an employee’s wage will be determined using a full wage assessment.

**Other differentiating factors**

N/A.

**The qualifications/expertise or training of the party conducting the assessment**

Assessors for first tier assessments will be conducted by a suitability qualified person as agreed between Valmar and the Union. The Assessor for second tier assessments shall be a Certified SWS Assessor.

All Valmar staff conducting wage assessments have Certificate IV qualification in Workplace Training and Assessment. All wage assessments that result in a change in wages are consequently reviewed by a SWS Assessor.

**Is the maximum rate of pay lower than the applicable Pay Scale rate?**

Yes, the maximum rate of pay is lower than the applicable Timber Industries Pay Scale rate, as employees earn a proportion of the Pay Scale rate. The maximum rate is 30 per cent of Grade 2 of the Pay Scale or 45 per cent of Grade 3 of the Timber Industries Pay Scale.

An employee can earn up to 100 per cent of the Pay Scale through a SWS assessment once they have achieved 45 per cent of Grade 3.94

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Wangarang Industries

Whether the tool is a derivative or an adaptation of another tool

The Wangarang Industries WAT is not an adaptation of another tool.

The purpose for which the tool is used

This WAT features both competency and productivity. Any industry specific competencies can be substituted to suit the organisation and their workplace requirements.

The type of work being assessed

- Manual production assembly work;
- production packaging;
- factory warehouse despatch work; and
- hand held (machinery) operations.

Whether existing wage and classification structure is integral to the current WAT, or whether the tool determines a pro rata capacity assessment which can easily be applied to any wages and classification

The tool determines a pro rata capacity assessment that is derived from Pay Scale rates of pay derived from applicable Award(s).

Has the WAT been incorporated into an agreement?

Wangarang Industries does not have an enterprise agreement but makes applications to the Industrial Registrar for Special Wage Permits on behalf of each of its supported employees.

According to Jenny Pearson's report at March 2006, it is flagged that the Special Wage Permits may be replaced by an enterprise agreement at a later stage.

NB According to Wangarang Industries, the organisation is anticipating the introduction of a Collective Agreement.

The current source of wage rates under the WAT

Wage rates are linked to Pay Scale rates with assessed wages approved through Special Wage Permits.

What classifications and levels are used?

This information is not available.
Whether (and how) the tool measures competency only, productivity only or competency and productivity; analysis could be carried out on different elements of this such as:

- type of core competencies measurement (i.e. what does the tool measure?) and data sources;
- types of task skill measurement and data sources;
- types of productivity measurement (time based, unit based) and data sources (e.g. production data, structured observations, unstructured observations); and
- comparator used ('ideal' employee/average employee/supervisor etc).

The Wangarang WAT has three components:

- Productivity Assessment
- Competency Assessment
- Wage Calculation and Processing

The tool measures both productivity and competency by way of assessment forms and assessor observations for competency elements, daily production tally sheets for productivity. This may be completed by the employee and with assistance if necessary.

**Productivity Assessment**

Productivity is recorded daily for all employees. A 13-week period is used to determine an employee's average productivity.

The worker's productivity is measured by comparing the number of units the worker produces against the target (100 per cent rate) number of units per hour. The measure may be either the time taken to perform a task or units produced, depending on the type of work undertaken.

A comparator is used in this WAT, as productivity is calculated on the basis of comparison with the rates of non-disabled co-workers working at 100 per cent.

**Competency Assessment**

There are nine competency units against which employees are measured and they comprise four core units and five industry specific units. There is also one additional competency unit given for 'entry level competency' (i.e. meeting the requirements of the job).

The four core units are generic competencies and can be applied across a range of industries, and include:

- quality;
- occupational health and safety;
- communication; and
- teamwork.

The five industry specific units are chosen to suit the area in which the employee works.
Appendix A: Wage Assessment Tool Audits

All competency units are weighted at 10 per cent each and there is a 10 per cent loading given for entry level competency. Within any one competency unit, there are three bands of competence reflecting the percentage of elements of competency which are achieved by an employee in the assessment process.

Wage Calculation

In the final wage calculation, there is an 80 per cent weighting given to productivity and 20 per cent to competency.

Whether the WAT attempts to capture an employee's entire range of skills and competencies or a selection (and the type of selection)

Employees are assessed on an entry level competency, four core competencies and five industry specific competencies. These industry specific competencies are derived from a pool of jobs that the employees work on, and all workers are rotated through different jobs twice a day.

Number of ratings used across each measurement (e.g. three levels for competencies [average, above average, below average])

All competency units are weighted equally at 10 per cent for each unit and because this total competency score out of 100 per cent is then weighted by 20 per cent, each unit of competency represents a maximum of 2 per cent of the total wage rate.

There are ten units of competency and four bands of competence which show the percentage of elements of competency which are passed by the employee in the assessment process. Bands are used as the number of elements are different across the units of competency. The four bands create four possible score outcomes:

- 0 per cent;
- 33.3 per cent;
- 66.6 per cent; and
- 100 per cent.

Is training/supervision measured separately?

It is unclear if supervision is measured separately or forms part of the competency assessment.

There is a direct link between the WAT and training, whereby Wangarang has established and proven training practices, and in addition incorporated competency assessment against established industry standards into the WAT. The training provided to employees is a result of competency gaps.

Is behaviour management measured separately?

Employees are assessed on four core units of competency which include behavioural skills such as ‘communication’ and ‘teamwork’.
**Assessment types:**

Method of measurement used by the tool (point in time assessment/on-going/combination)

Competency assessments are conducted annually, while productivity data is collected continually through daily tally sheets and the productivity level for each worker is determined by comparing their production against standard benchmarks. Productivity is measured over a 13-week period, and extends across a range of varied job tasks a particular employee may perform.

Party conducting assessment (internal/external/individual/multiple individuals involved/productivity data only)

Competency assessment is carried out by internal assessors with a Certificate IV in Workplace Training and Assessment. The employee’s supervisor, or another third party, confirms the assessor’s ratings for each competency element. Productivity assessment is determined through production tally sheets, which may be completed by the employees who are able to complete them. These tally sheets are then collected by the supervisor and collated against the 100 per cent rate by administration.

Weightings attached to productivity versus competency/task assessments. If fixed, state ratios. If variable, state that no fixed weighting

The revised tool weights productivity at 80 per cent and 20 per cent competency.

**Mathematical formula used by WAT**

*Competency Scoring*

All competency units are weighted at 10 per cent each and there is a 10 per cent loading for entry level competency. The 100 per cent competency score is made up of the following:

- 10 per cent entry level competency;
- 10 per cent for each of 4 core competency units (i.e. 40 per cent)
- 10 per cent for each of the 5 industry-specific competency units (i.e. 50 per cent).

There are four bands of competence within each of the ten units of competency which reflect the percentage of elements of competency that are achieved by an individual in the assessment process. These bands produce four possible score outcomes (0 per cent, 33.3 per cent, 66.6 per cent and 100 per cent) for each Unit of Competency prior to the 10 per cent weighting being applied to each unit.

The total competency score of 100 per cent is then weighted by 20 per cent.

*Productivity Scoring*

A productivity percentage rate is determined by averaging an employee’s productivity rate over a number of tasks over a 13 week period.
For example, if an employee's level of output is 90 units in 2 hours (i.e. 45 units per hour), when the 100 per cent rate is 200 units per hour, the employee's productivity rate is 45 / 200 = 22.5 per cent.

**Combining the Competency and Productivity Scores**

The percentage of the Pay Scale rate to be paid is calculated with the 80 per cent weighting of an employee's productivity and a 20 per cent weighting of an employee's competency level considered.

\[
(\text{Productivity } \% \times 0.80) + (\text{Competency } \% \times 0.20) = \% \text{ of Pay Scale rate to be paid}
\]

A worked example is as follows:

An employee with Productivity assessed at 40 per cent and Competency assessed at 76.6 per cent would receive a pro rata rate of the Pay Scale rate:

\[
(40 \times 0.80) + (76.6 \times 0.20) = 32 + 15.3 = 47.3 \text{ per cent}
\]

**What percentage of an employee’s wage is determined by scores in:**

(a) Task competency: 20 per cent.
(b) Work skills: Factored into competency.
(c) Productivity: 80 per cent.
(d) Behaviour: Factored into competency.
(e) Supervision: Not enough information.

All competency units are weighted equally at 10 per cent for each unit which out of a 100 per cent total competency score is then weighted by 20 per cent. As a result, each unit of competency contributes up to 2 per cent of the worker’s total wage rate.

**Does increase in productivity result in higher wage outcome?**

Yes. Although competency is a consideration, productivity is weighted at 80 per cent. If an employee is able to consistently demonstrate 100 per cent productivity they will not be subject to the wage assessment process, and progress to full Pay Scale rates.

**Anti-regression provision**

Yes. In the event that a wage assessment indicates a decline in an employee’s work (competency and/or productivity), the Industrial Registrar is notified, but the employee’s wage remains the same.

**Minimum hourly/weekly payment**

This information is not available.

**Capping of wages. Is the maximum rate of pay capped/fixed?**

Wages are not capped and it is possible for employees to earn 100 per cent of the applicable Pay Scale rate. Employees eligible to receive 100 per cent of the applicable Pay
Scale rate and consistently achieve 100 per cent productivity rates will be removed from the wage assessment process.

**Commencement rate of pay. What is the minimum and maximum period between commencement and first wage assessment?**

New workers are commenced on a minimum wage, however the amount of this minimum wage is not specified. An initial wage assessment is conducted in the first two weeks and an employee's wage may be adjusted if necessary. After thirteen weeks a full wage assessment is conducted and a Special Wage Permit application is made.

**Is there a trial period? Or a training period? Are there set wages for this period of time? Is training specifically provided once employment has commenced and prior to assessment?**

The performance of all employees is measured against competency standards whereby assessors are able to identify gaps in skills or competency where an employee may need training. Training programs are ongoing throughout the year which enables employees to maintain or improve their current competency levels, and provides an opportunity to increase competency and therefore increase their wages.

**Are there any attempts to estimate capacity (productivity or competency) of an employee on commencement and prior to full assessment? Similarly are there any attempts to determine if training is needed?**

An initial wage assessment is conducted in the first two weeks and the wage may be adjusted if indicated. After 13 weeks a full wage assessment is conducted and a Special Wage Permit application is made.

**Provision of back pay available after initial assessment completed**

Wages may be adjusted after an initial assessment, however it is unclear if back pay is provided.

**Can an advocate assist an employee in disputing/appealing a wage outcome? Is the process of disputing/appealing wage outcomes clear? Avenues of external appeal**

Wangarang has a complaints procedure in place and employees are able to access a plain English explanation of this procedure in the Employee Handbook. However, there is no further information regarding the process for disputing or appealing a wage outcome, or if an advocate is able to assist an employee should he or she seek to challenge the results of their wage assessment. An external professional advocate assist the employee with consideration and signing of the employee's Special Wage Permit.

**What is the period of time between initial assessment or wage review and corresponding pay increase? (e.g. immediate, next pay period, following financial year)**

This information is not available.
Other differentiating factors

- All employees undertake a variety of work, rotating through different jobs twice a day; and

- The banded scoring procedure for Units of Competency mean that employees can gain wage recognition for partial achievement of Units of Competency (whereas some other tools require full competence in all aspects of a skill or task).

The qualifications/expertise or training of the party conducting the assessment

Competency Assessments are carried out by assessors with a Certificate IV in Workplace Training and Assessment and a third party confirms the assessment. Assessment results are also reviewed by the CEO. The four certified workplace assessors meet monthly to review all facets of training and assessment.

Is the maximum rate of pay lower than the applicable Pay Scale rate?

No. The maximum rate of pay is 100 per cent of the applicable Pay Scale rate. However, should an employee achieve 100 per cent productivity and is eligible to receive 100 per cent of the applicable Pay Scale rate, the employee will no longer be required to take part in the wage assessment process and will be placed on full Pay Scale rates.
Waverley Helpmates Inc.

Whether the tool is a derivative or an adaptation of another tool

The tool is neither a derivative nor an adaptation of another WAT.

The purpose for which the tool is used

Section A is the assessment of working capacity and was introduced to the wage assessment process to establish a minimum hourly rate. The employee's actual pay is a direct result of jobs completed (through a system of allocating prices for jobs completed – Section B method of assessment), however an employee's actual pay cannot fall below the minimum rate established in Section A.

The type of work being assessed

Gardening and Cleaning work.

Whether existing wage and classification structure is integral to the current WAT, or whether the tool simply determines a pro rata capacity assessment which can easily be applied to any wages and classification

The existing wage structure is integral to the current WAT.

There are two assessment components to calculate an employee's wages:

- Section A – Assessment of working capacity and calculation of a minimum hourly rate, which sets a minimum wage floor. Section A determines a pro rata capacity assessment where the minimum wage floor is a percentage of Grade 2 (for gardening services) or Grade 3 (for cleaning services) of the Special Business Services Pay Scale.

- Section B – Calculation of actual wages based on an employee's productivity, or tasks completed, much like a piece rates system.

Waverley Helpmates Inc. (Waverley) introduced the working capacity assessment (i.e. section A and a pro rata capacity assessment) to the wage assessment process, to give an employee a minimum floor rate of pay. If the average hourly rate in Section B (determined by the number of tasks completed), is less than the Section A hourly rate, the Section A rate is paid. Section B is therefore, the way in which an employee who wishes to can earn higher pay by undertaking greater or more complex jobs.

The current source of wage rates under the WAT

The wage rates used in this WAT are derived from the Special Business Services Pay Scale. The WAT states that the relevant base wage level used is Grade 2 (for gardening work) and Grade 3 (for cleaning work) of the Special Business Services Pay Scale.

Level 2 and Level 3 wage rates are used to calculate the Section A pro rata assessment and to calculate piece rates for tasks completed in Section B.

What classifications and levels are used?

With the Section A and Section B system, the Waverley Helpmates WAT provides both a minimum wage floor and with Section B, a type of piece rate arrangement which assigns
pay according to work completed rather than a straight percentage or proportion of the Pay Scale derived from the award rate. The Section A assessment applies the Level 2 and Level 3 classification levels of the Special Business Services Pay Scale. The Section B piece rates for Gardening and Cleaning services were also derived from Level 2 and 3 of the Special Business Services Pay Scale by setting rates based on the time taken by a staff member without a disability working a 38 hour week at Grade 2/Grade 3 Level of the Special Business Services Pay Scale.

As at October 2007, the piece rate scale for Gardening Services was:

<table>
<thead>
<tr>
<th>Job description</th>
<th>Assigned pay amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Whipping an average job</td>
<td>$1.00</td>
</tr>
<tr>
<td>Whipping a large or complex job</td>
<td>$1.50</td>
</tr>
<tr>
<td>Nature Strip</td>
<td>$2.50</td>
</tr>
<tr>
<td>Half job/ unit</td>
<td>$4.50</td>
</tr>
<tr>
<td>Average job – front yard, back yard, nature strip</td>
<td>$9.00</td>
</tr>
<tr>
<td>Large job – corner block with front and back yards</td>
<td>$11.00</td>
</tr>
<tr>
<td>Contracts, e.g. schools, churches</td>
<td>$10.00 by no. of average</td>
</tr>
</tbody>
</table>

This Pay Scale assigns the amount paid to the employee for completion of the requirements of the job/customer.

For Cleaning Services, examples of the piece rates were:

<table>
<thead>
<tr>
<th>Daily duties</th>
<th>Area</th>
<th>Time (mins)</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clean sinks</td>
<td>Art Room Senior Building</td>
<td>10.00</td>
<td>$2.25</td>
</tr>
<tr>
<td>Clean Toilets</td>
<td>Office Building</td>
<td>14.00</td>
<td>$3.14</td>
</tr>
<tr>
<td>Machine Buff Vinyl Floor</td>
<td>Office Building Hall</td>
<td>35.00</td>
<td>$7.86</td>
</tr>
<tr>
<td>Wash Floors</td>
<td>Classrooms 1, 2, 3 and 4</td>
<td>6.00</td>
<td>$1.35</td>
</tr>
</tbody>
</table>

**Has this WAT been incorporated into an agreement?**

The Jenny Pearson report outlines that the tool is incorporated in the organisation's 'Enterprise Agreement'. The name of the Enterprise Agreement is not specified. At the time of the report, an updated version of the agreement had been submitted to the Commission.

**Whether (and how) the tool measures competency only, productivity only or competency and productivity; analysis could be carried out on different elements of this such as:**

- type of core competencies measurement (i.e. what does the tool measure?) and data sources;
- types of task skill measurement and data sources;
- types of productivity measurement (time based, unit based) and data sources (e.g. production data, structured observations, unstructured observations); and
- comparator used ('ideal' employee/average employee/supervisor etc).

The WAT assesses both competency and productivity and there are two methods of calculating payment in this WAT.
Section A is an assessment of working capacity used to provide a minimum wage floor for the worker. Wage rates for Section A of the assessment are derived from the Special Business Services Pay Scale and the wage rates are used to calculate a pro rata assessment and forms the basis of the calculation of a minimum hourly rate payable.

In conducting the Section A assessment of working capacity, the assessors use data from a variety of sources including:

- direct observations of the employee's performance, work skills and productivity;
- analysis of reports from the employee's supervisors and employer; and
- interviews with the employee where these are necessary.

Section A Assessment has three components

- Performance Assessment;
- Skills Assessment; and
- Productivity Assessment.

1) Performance Assessment for Section A

The Performance Assessment determines the support level required by an employee in five core areas:

- Social and Behavioural Support;
- Cognition;
- Vocational Skills;
- Physical Abilities; and
- Communication.

The scale used to measure these competencies is as follows:

- No support (5 points);
- Occasional support (4 points);
- Some support (3 points);
- Moderate support (2 points); and
- High support (1 point).

An employee's score is obtained and expressed as a percentage of the maximum possible Performance Assessment score.

2) Skills Assessment for Section A

The Skills Assessment assesses the two work categories of Waverley Helpmates: Gardening and Cleaning.

There are eight areas of skill assessed in the Gardening Area which include:

- Safety Awareness
- Edging
Appendix A: Wage Assessment Tool Audits

- Mowing
- Sweeping
- Blowing
- Raking
- Whippering
- Weeding

Each of these skill areas has a number of specific task skills.

In the Cleaning Area, there are 19 areas of skill:
- Safety Awareness;
- Vacuuming;
- Wiping areas;
- Bathroom cleaning;
- Dusting cobwebs;
- Washing floors;
- Sweeping;
- Buffing floors/polishing machine;
- Rubbish Bins;
- Washing light fittings;
- Washing inside glass and doors;
- Washing outside windows;
- Washing foyer and glass doors;
- Washing outside windows
- Stripping vinyl floors;
- Carpet shampooing;
- Ladder use;
- Hose care; and
- Other skills.

The scores in the Cleaning Area and Gardening Area are expressed as a percentage of the maximum possible Skills Assessment score for the respective work category.

3) Productivity Assessment for Section A

The productivity assessment calculates the employee's work output with the expected output of another worker/comparator (usually a worker without a disability) who performs the same job roles as the employee. (i.e. the comparator productivity rate in the gardening service is 11 standard lawns each day for a worker without a disability employed 38 hours a week).
To assess the productivity of an employee, an employee's output is measured in relation to each task they are able to complete in a mix of tasks and this is then compared against the time it would take a worker without a disability to complete the same mix of tasks. Comparator times are documented for each of the tasks undertaken in the ordinary course of the Cleaning or Gardening Service. The employee's Productivity Assessment score is then calculated as the employee work output as a percentage of the comparator rate.

Section B Assessment

Section B of the wage assessment process remunerates employees on the basis of the number of jobs completed. Remuneration for each job is calculated on the basis of Level 2 and Level 3 of the Special Business Services Pay Scale and the productivity of a person without a disability working a 38 hour week.

Assessors use and obtain data by the following methods:

- direct observations of the employee's performance, work skills and productivity;
- analysis of reports from the employee's supervisors and employer; and
- interviews with the employee when these are necessary and relevant.

Employees document the jobs they complete each day in a diary and their weekly pay is calculated accordingly.

If the average hourly wage result of the Section B calculation of actual wages is less than the Section A result, the Section A minimum hourly wage rate will apply.

Whether the WAT attempts to capture an employee's entire range of skills and competencies or a selection (and the type of selection)

The WAT attempts to capture an employee's entire range of skills by virtue of the three-step process in place, in order to match a job to a compatible employee. A work skills assessment and a performance assessment forms part of the assessment process to match a job to a compatible employee. The Performance Assessment rates an employee's support requirements (if any) in the five core competency areas of social and behavioural skills, cognition, general vocational skills, physical abilities and communication.

Number of ratings used across each measurement (e.g. three levels for competencies [average, above average, below average])

Ratings are used in the Work Skills Assessment and performance assessment components of the Job Assessment and Allocation process. Both assessments are based on levels of support employees require (or may not require) in completing tasks.

The Work Skills Assessment determines levels of support using the following levels:

- Competency not attempted;
- High (daily);
- Moderate (weekly);
- Some (monthly);
- Occasionally (quarterly); and
- No support (yearly).
The Performance Assessment determines levels of support using the following levels:

- High (daily);
- Moderate (weekly);
- Some (monthly);
- Occasionally (quarterly); and
- No support (yearly).

**Is training/supervision measured separately?**

Training and supervision is considered in the Work Skills Assessment of the assessment process and serves only to ascertain the compatibility of an employee and a particular job. The support needs assessed in the Performance Assessment incorporate aspects of supervision.

**Is behaviour management measured separately?**

Behaviour management is considered in the ‘Helpmate Assessments’, which assists to appropriately match a job to the employee. This is a separate calculation to the wage assessment.

**Assessment types:**

**Method of measurement used by the tool (point in time assessment/on-going/combination)**

The Section A assessment of working capacity is conducted after the first three months of employment. Working capacity is then re-evaluated on an annual basis.

**Party conducting assessment (internal/external/individual/multiple individuals involved/productivity data only)**

Internal. All six staff of Waverley Helpmates are involved in job assessments. At least two staff from Waverley Helpmates reviews each job and then discusses the results with other staff.

Jenny Pearson’s report indicates a minimum of two qualified assessors administer the Section A assessment based on the employee's performance over the previous 12 months (or three months for new employees), and results are determined by agreement between the assessors.

**Weightings attached to productivity versus competency/task assessments. If fixed, state ratios. If variable, state that no fixed weighting**

There are two separate components to this WAT and both are used in the scoring and wage calculation of each employee.

Section A assesses an employee's working capacity and determines an employee's minimum hourly rate of pay. The contribution of each component of the Section A Working Capacity Assessment to the Working Capacity score is as follows:

- Performance Assessment – 40 per cent of total score;
Appendix A: Wage Assessment Tool Audits

Skills Assessment – 30 per cent of total score; and
Productivity Assessment – 30 per cent of total score.

Section B determines an employee’s productivity and actual rate of pay. The remuneration for each job task uses approximately 60 per cent of the income obtained from the gardening or cleaning work. The remaining income is used to cover equipment, tools, fuel and transport costs.

**Mathematical formula used by WAT**

*Payable Section A – Calculation of Working Capacity and Minimum Hourly Rate*

The formula used in Section A for calculating the employee's Working Capacity score and minimum hourly rate is:

\[
\frac{(4 \times \text{Performance Assessment } \% \text{ score}) + (3 \times \text{Skills Assessment } \% \text{ score}) + (3 \times \text{Productivity Assessment } \% \text{ score})}{10} = \text{Total Working Capacity } \% \\
\]

This Working Capacity percentage is then applied to the applicable Pay Scale hourly wage rate.

For example, an employee working in the Gardening service achieves the following total scores on each component of the Section A Working Capacity Assessment:

- **Performance Assessment:** 200 points out of the maximum possible 320 points (i.e. 62.5 per cent);
- **Skills Assessment:** 350 points out of the maximum possible 610 points (i.e. 57 per cent; and
- **Productivity Assessment:** 15 standard lawns completed in a 19 hour working week with the comparator being 55 standard lawns in a 38 hour week (i.e. \( \frac{15}{27.5} = 54.5 \% \) per cent)

Using this formula, the employee's Working Capacity is calculated as follows:

\[
\frac{(4 \times 62.5\%) + (3 \times 57\%) + (3 \times 54.5\%)}{10} = \frac{250 + 171 + 163.5}{10} = \frac{584.5}{10} = 58.45\%
\]

As at April 2008, the relevant wage grades are Grade 2 of the Special Business Services Pay Scale for employees working in the Gardening Service and Grade 3 for employees working in the Cleaning Service.

The above worked example would then translate to a minimum hourly rate equivalent to 58.45 per cent of the full Grade 2 rate of $14.18 per hour, i.e. the employee would receive a minimum of $8.29 per hour. The employee can then earn more than this amount based on their work output in Section B wage calculation process.

*Section B – Calculation of Actual Wages based on Employee’s Work Output*

The formula used in Section B to calculate actual wages based on an employee’s productivity, that is, how many tasks an employee completes, is calculated on the basis of
the output that a staff member without a disability can achieve working a 38 hour week at
the relevant Grade 2 and Grade 3 of the Special Business Services Pay Scale.

Gardening services

The price for gardening work has been calculated on the basis of Grade 2 of the Special
Business Services Pay Scale, divided by the average output that supervising staff can
complete. For gardening, this average output is 11 standard lawns per day which translates
to $9.50 per lawn. (This amount is rounded to $10.00 for ease of calculation by
employees.) Each Waverley employee is required to complete a minimum of 7 lawns
per week (i.e. a minimum pay of $70.00 a week.) As at April 2008, the average productivity
by employees is 10 lawns per week.

Prices have been calculated using this method for other gardening tasks, such as
whipping and for jobs of varying size and complexity e.g. average lawn vs. large job
(corner allotment with front and back lawns and two nature strips) or half job (unit garden).

This average output has been compared with that of other commercial gardening
contractors.

Cleaning services

Remuneration for cleaning services depends on the time taken by an employee without a
disability working a 38 hour week. Each task is allocated a value with the current schedule
of cleaning duties listing 53 duties. Examples are as follows:

<table>
<thead>
<tr>
<th>Daily duties</th>
<th>Area</th>
<th>Time (mins)</th>
<th>Value ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clean Sinks</td>
<td>Art Room</td>
<td>10.00</td>
<td>$2.25</td>
</tr>
<tr>
<td>Clean Toilets</td>
<td>Office Building</td>
<td>14.00</td>
<td>$3.14</td>
</tr>
<tr>
<td>Machine Buff</td>
<td>Office Hall</td>
<td>35.00</td>
<td>$7.86</td>
</tr>
<tr>
<td>Wash Floors</td>
<td>Classrooms</td>
<td>6.00</td>
<td>$1.35</td>
</tr>
</tbody>
</table>

While training in the cleaning service, full-time employees are paid a training rate of $13.20
per day (i.e. $66.00 per week).

What percentage of an employee's wage is determined by scores in:

(a) Task competency;
(b) Work skills;
(c) Productivity;
(d) Behaviour; and
(e) Supervision.

Section A Assessment is determined as follows:

- Performance – 40 per cent of total score
  (Includes: behaviour/supervision)
- Skills – 30 per cent of total score
  (task competency)
- Productivity – 30 per cent of total score.
Section B Assessments are 100 per cent productivity based but these wages will only apply if they are higher than the wage outcome derived from Section A.

A worked example of the Section A percentage allocation can be found under ‘Mathematical formula used by WAT’.

**Does increase in productivity result in higher wage outcome?**

Yes, Section B provides for this. If more tasks are completed, an employee will earn higher pay. Further, as productivity is also measured as part of an employee’s Section A assessment, if an employee’s productivity improved, this could be captured in the employee’s Section A annual assessment which could increase their base minimum wage rate.

**Anti-regression provision**

The Section A assessment is based on the Special Business Services Pay Scale and cannot be decreased lower than this minimum wage floor. However, the WAT does not specifically outline whether an employee’s annual assessment could provide a percentage capacity that is lower than their initial assessment which would decrease their minimum wage applicable.

Information provided by Waverley Helpmates stated that a wage assessment that determines a lower percentage than an earlier assessment of the employee against the same duties is of no effect unless the reduction in percentage is solely due to the regression of the employee’s disability.

Section B assessment is a piece rate arrangement and regression provisions would not apply.

**Minimum hourly/weekly payment**

Yes. Section A provides a minimum hourly payment based on Grade 2 and Grade 3 of the Special Business Services Pay Scale.

Section A determines a minimum hourly rate payable to the employee, whereby the employee’s actual pay (calculated through job completion), cannot fall below this minimum rate.

**Capping of wages. Is the maximum rate of pay capped/fixed?**

No. The maximum rate of pay is not capped or fixed. The Section B method allows employees to earn more as they complete more tasks. The number of tasks they can complete is not capped.

**Commencement rate of pay. What is the minimum and maximum period between commencement and first wage assessment?**

There is a commencement rate of pay. The Jenny Pearson report states that for the first three months, new employees are paid pursuant to the Section B method (i.e. on the basis of the standard remuneration for each job task that they complete). This enables the employee time to adjust to the work environment and learn the skills.
An employee then undertakes their Section A assessment after three months of working under the Section B method and the result becomes their minimum hourly rate. Any difference between this minimum rate and the actual wages paid to the employee during their first three months is then back-paid to the date of commencement of employment.

Is there a trial period? Or a training period? Are there set wages for this period of time? Is training specifically provided once employment has commenced and prior to assessment?

There is no specified trial period, however there is training period in the cleaning service where full-time employees (according to Jenny Pearson’s revised analysis), where employees are paid a training rate of $13.20 per day (i.e. $66.00 per week).

Are there any attempts to estimate capacity (productivity or competency) of an employee on commencement and prior to full assessment? Similarly are there any attempts to determine if training is needed?

An employee’s Section A (minimum wage rate) assessment is not finalised until three months after employment commencement. Productivity, competency and support needs assessment data is therefore collected over the first three months of employment. An Individual Work Plan is also developed and training needs would be considered as part of this process.

In the Gardening service, there is a three step assessment process to match an individual job to a compatible employee. This incorporates an assessment by a supervisor of the job conditions and characteristics, client characteristics and levels of support required for each component of the gardening job and performance assessment (completed for Section A) of the employee.

The majority of the employees at Waverley Helpmates have been assessed as requiring high levels of support, although their productivity levels are considered to be high. Employees are given extensive training and ongoing supervision.

Provision of back pay available after initial assessment completed

For the first three months of employment, new employees are paid according to the method used in Section B. Once an employee’s Section A assessment is completed, any difference between the minimum rate and the actual wages paid to the employee during their first three months is back-paid to the date of commencement of employment.

It is not clear whether training wages provided in the Cleaning Section of Waverley is back paid.

Can an advocate assist an employee in disputing/appealing a wage outcome? Is the process of disputing/appealing wage outcomes clear? Avenues of external appeal

Waverley Helpmates has a ‘Helpmate Policy and Procedure Manual’ that is provided to all employees. The wage assessment system and pay rates are described in this manual.

Employee feedback or issues are acted on immediately, however there is no further information regarding the process and how feedback or issues are handled. An advocate of the employee’s choice can attend the biannual review meetings.
What is the period of time between initial assessment or wage review and corresponding pay increase? (e.g. immediate, next pay period, following financial year)

This only applies to Section A of the wage assessment process. For the first three months of employment, new employees are paid a wage according to Section B (i.e. employees are paid according to the Section B method and their income is a direct result of completed jobs). Once their Section A assessment is completed, the result becomes their minimum hourly rate and any difference between this minimum rate and the actual wages paid to the employee during their first three months is then back-paid to the date of commencement of employment.

The WAT does not specify if there is any lag between the annual wage review and wage variation.

An employee's income will increase if more work is undertaken under the method in Section B. Employees who improve their ability and quantity of work each working day are able to do as many tasks as their working hours will allow and they choose to do.

Other differentiating factors

- Employees are referred to as ‘Helpmates’ and social interaction with customers is encouraged.

- Waverley Helpmates structure the working week into five morning sessions of three hours duration and five afternoon sessions of two hours duration for the Gardening Service and five late afternoon sessions of three hours duration for the Cleaning Service. Sessions which are not allocated to employment tasks are used for other purposes such as Equipment and Skills Training, Health and Safety Awareness, development of numeracy, literacy and general life skills.

- If an employee is absent, they are able to reschedule that gardening assignment if possible and are then able to make up the productivity at a later date.

- The majority of employees have been assessed as requiring high levels of support although their productivity levels are rated high as they are given extensive training and ongoing supervision.

- In addition to a wage, employees also receive entitlements such as paid sick leave, family leave, recreation leave and superannuation.

- In order to keep track of jobs completed, the employee records the tasks they complete in a diary, which is confirmed with a supervisor and forms the basis for wage calculation. The employee also takes a pay envelope to the job for each customer and the customer payment is placed in the envelope and taken back to the Waverley Helpmates office.

- In Gardening services there is emphasis on regular work, usually on a fortnightly basis throughout the entire year. Casual work is not provided for. This amounts to approximately twenty visits to each Garden service client per year.

The qualifications/expertise or training of the party conducting the assessment

Not clear. The assessment outlines that a minimum of two ‘qualified’ assessors administer the Section A assessment’s however it is not outlined what qualifications the assessors actually have.
**Is the maximum rate of pay lower than the applicable Pay Scale rate?**

No. The rate of pay from the Section A assessment is based on the Grade 2 and Grade 3 rates of the Special Business Services Pay Scale. The figures quoted in the WAT were correct at the time of print.
Woorinyan Employment Support Service

Whether the tool is a derivative or an adaptation of another tool

Woorinyan Employment Support Service (Woorinyan) has adapted its tool from the principles of the SWS. Competency assessment has not been included.

NB Woorinyan also uses the BSWAT for one worksite.

The purpose for which the tool is used

The tool assesses an employee on productivity in at least two different tasks in the workplace.

The type of work being assessed

Grounds maintenance, cleaning and car cleaning.

Whether existing wage and classification structure is integral to the current WAT, or whether the tool simply determines a pro rata capacity assessment which can easily be applied to any wages and classification

The existing wage and classification structure establishes a pro rata capacity assessment and according to the Woorinyan Incorporated Enterprise Agreement 2002, its wages are linked to the Casual Worker Minimum Adult Wage.

The productivity rate calculated for wage purposes could potentially be applied to other wage classifications.

Has the WAT been incorporated into an agreement?

The Woorinyan WAT has been incorporated in an Enterprise Agreement. All employees are employed under the Woorinyan Incorporated Enterprise Agreement 2002 (Agreement). Note that this agreement may have since been updated.

The current source of wage rates under the WAT

Clause 9 of the organisation's Enterprise Agreement is linked to the Casual Worker Minimum Adult Wage as it provides that:

‘With the exception of an initial employment period where the employee is subject to a Trial Placement Agreement the rates of pay are based on a percentage of the minimum adult rate of pay for a 38 hour week … as determined from time to time by the AIRC and is paid an hourly rate with a 25% loading in lieu of annual leave, sick leave, paid family leave and public holidays.’

What classifications and levels are used?

Productivity assessments follow the principles of the SWS and the pro rata rates, based on the Casual Worker Minimum Adult Wage rate as at July 2005.
% of Assessed Capacity | $ per hour
---|---
5% | $0.80
10% | $1.59
15% | $2.39
20% | $3.18
25% | $3.98
30% | $4.77
35% | $5.57
40% | $6.36
45% | $7.16
50% | $7.95
55% | $8.75
60% | $9.54
65% | $10.34
70% | $11.13
75% | $11.93
80% | $12.72
85% | $13.52
90% | $14.31
95% | $15.11
100% | $15.90

Whether (and how) the tool measures competency and/or productivity:

- type of core competencies measurement (i.e. what does the tool measure?) and data sources;
- types of task skill measurement and data sources;
- types of productivity measurement (time based, unit based) and data sources (e.g. production data, structured observations, unstructured observations); and
- comparator used (‘ideal’ employee/average employee/supervisor etc).

The tool does not measure competencies.

The tool is based on productivity assessment and uses observed and quantifiable production output data. All Woorinyan employees are covered by the same Enterprise Agreement and productivity assessments will use either the BSWAT or the Woorinyan WAT. The BSWAT calculates pro rata wages where a trained CRS staff member conducts the assessment (for one worksite only), or a trained Woorinyan staff member conducts assessments against a baseline.

Woorinyan staff conducts assessments according to the four sections of the Woorinyan Productivity Assessment and are:

- Baselines – Measure of full production
- Assessment – Measuring workers production
- Calculation – Working out the percentage of payment
- Documentation – Recording and notifying
Baselines

Baselines are the minimum expected productivity of an employee at the full Adult rate (i.e. 100 per cent). The baseline is determined as the average of at least three observations, although in some cases, the baseline productivity rate may be set by a host company. If this is the case, Woorinyan support staff will check to ensure the prescribed baselines by the host company are achievable.

There are four tasks identified in each workplace and task components are defined and baseline productivity rates set. Each work area or enclave must have clear baselines for measuring productivity for work tasks that are used for productivity assessments.

Productivity Measurement

All employee productivity results are calculated from the average of at least three observations, usually taken on different days and each employee is assessed on at least two different tasks. Training will be given to employees so that they can gain competency before an assessment is made.

Productivity rates are also subject to time weighting.

Productivity observations are initially documented in support staff diaries, which are later transferred to assessment sheets and stored in the employee's files.

The percentage rate is determined by the employee's assessed productivity of the task they are undertaking, which is based on observation of quantifiable production output (i.e. mirroring the process of the SWS).

For example:

An employee working on a Fence Extension Kit is required to undertake the following: -

- Stick on label and information sheet
- Drill holes in lattice fix long C channel with tabs
- Fix other long C channel
- Cable tie short C channel pack to lattice
- Place in bag seal both ends.

The Baseline productivity rate for this task is nine units in one hour. Therefore, a worker completing an average of three units per hour over three observations would be producing at 33 per cent of the Baseline productivity rate.

Data sources

In some work areas (enclaves), production data is collected continually and in other work areas, productivity data will be collected but individual employees are not specifically notified when their productivity is being assessed. All employees have their productivity results calculated from the average of at least 3 observations. These observations are taken on different days (desirably) but as a minimum observed at different sessions. Each employee is assessed on at least two different work tasks.
Whether the WAT attempts to capture an employee's entire range of skills and competencies or a selection (and the type of selection)

The WAT captures only a selection of an employee's skills based on four productivity tasks; and includes only those which are relevant to assessing, measuring and calculating production against baselines.

Number of ratings used across each measurement (e.g. three levels for competencies [average, above average, below average])

There is a baseline productivity rate against which supported wage employees are measured. This is measured as a percentage figure. There is also time weighted percentages for each task. These two percentages are used to calculate the pro rata wage rate.

Is training/supervision measured separately?

Training is incidental to the assessment process and an employees training needs are identified and documented in their own Individual Employment Plan (IEP). An IEP is the platform from which an employee can discuss with Woorinyan the competencies and work skills that employee wishes to work on and improve their wage rate.

Each employee also has a skills matrix within their program. This matrix shows the task skills the worker requires and these are checked off as the employee achieves competency on each skill. This does not form part of the wage calculation.

Supervision is not specifically mentioned.

Is behaviour management measured separately?

There is no information regarding behaviour management.

Assessment types:

Method of measurement used by the tool (point in time assessment/on-going/combination)

There is ongoing assessment. Each staff member involved in conducting wage assessments usually completes one productivity observation on one employee each day, as part of the support staff's regular work.

Party conducting assessment (internal/external/individual/multiple individuals involved/productivity data only)

The assessment is conducted by Woorinyan Support staff and they undertake to:

- measure baselines of full production
- assess employees against these baselines
- calculate the percentage rate and pay rate
- document, record and notify the wage results.

If the BSWAT is used in the assessment, a trained CRS Australia assessor undertakes the wage assessment.
Weightings attached to productivity versus competency/task assessments. If fixed, state ratios. If variable, state that no fixed weighting.

No fixed weighting. Employees are assessed on percentages of productivity and time. Competency is not assessed for wage calculation purposes.

**Mathematical formula used by WAT**

There are five steps to the wage calculation and they are as follows:

- Observations from support staff diaries are averaged.
- Percentage of productivity baseline is recorded for each task assessed for the employee.
- Time weightings are applied. (In effect, the total amount of time an employee spends on an assessable task).
- Time weighted percentages for each task are totalled.
- Calculation is reviewed by another Woorinyan support staff member.

A worked example is as follows:

- A worker spends 40 per cent of work time each week on task A with the remaining 60 per cent on task B.
  - If this employee's productivity for task A is 20 per cent, and 50 per cent for task B, the total for this employee is 38 per cent.
  - Task A: 20% x 0.4 = 8%
  - Task B: 50% x 0.6 = 30%
  - Total = 38% (time weighted productivity rate)

NB The productivity rating is rounded down to the next pay level. In this case, 38 per cent would become 35 per cent.

**What percentage of an employee's wage is determined by scores in:**

(a) Task competency.
(b) Work skills.
(c) Productivity: 100 per cent.
(d) Behaviour.
(e) Supervision.

**Does increase in productivity result in higher wage outcome?**

Yes, however because productivity is time weighted, the proportion of time that an employee is assigned to a task must also be factored in.

**Anti-regression provision**

No. An intention to decrease an employee's wage must be documented on the appropriate form and a notice period of one month is given to the employee. During the following month, the employee's productivity is confirmed and actioned appropriately. Once the wage decrease form is completed and confirmed, it is to take effect in the next pay period.
Minimum hourly/weekly payment

According to Jenny Pearson's report at March 2006 (based on data provided by Woorinyan in September 2005), new employees are paid a minimum of $4.00 per hour as a training rate for the first 10 weeks of employment. After the training period the worker’s productivity is assessed and they are paid according to their productivity rate.

Capping of wages. Is the maximum rate of pay capped/fixed?

No, wages range from 5 per cent to 100 per cent. In the event an employee achieves above 90 per cent, Woorinyan will ask the host company to consider employing the worker directly.

Commencement rate of pay. What is the minimum and maximum period between commencement and first wage assessment?

All new employees are paid a training rate of a minimum $4.00 per hour for the first 10 weeks of employment. According to Jenny Pearson’s report, the training period will be altered to 13 weeks in the next Woorinyan Enterprise Agreement so that it is aligned with that of the BSWAT. At the completion of an employee's training period, the employee is assessed and paid subject to their productivity rate.

Is there a trial period? Or a training period? Are there set wages for this period of time? Is training specifically provided once employment has commenced and prior to assessment?

There is no information regarding a trial period, however there is an initial competency training period of 10 weeks. On-going competency training will be undertaken as required as the tool is linked to training by an employee's Individual Employment Plan (IEP). Productivity and pay rates are included in each worker’s IEP where training needs are identified.

Employees receive training to gain competency before productivity assessment and additional training will be provided for employees who change their job role.

Are there any attempts to estimate capacity (productivity or competency) of an employee on commencement and prior to full assessment? Similarly are there any attempts to determine if training is needed?

It appears that new employees are to undertake training upon commencement of employment. Employees also receive training to gain competency before productivity assessment and additional training will be provided for employees who change job roles.

 Provision of back pay available after initial assessment completed

This information is not available.
Can an advocate assist an employee in disputing/appealing a wage outcome? Is the process of disputing/appealing wage outcomes clear? Avenues of external appeal

It is unclear as to whether an advocate is able to assist an employee in disputing or appealing a wage outcome. However, Clause 19 of the Agreement provides that disputes and complaints will be dealt with in accordance with the Employee Handbook, which was constructed in accordance with the requirements of the Disability Services Standard’s Handbook.

Employees are encouraged to speak to the person they are having difficulty with, or express their concerns to support staff or the Service Manager.

In the event the matter is not resolved, an employee will need to complete a conflict resolution form and the matter will be dealt with by the CEO or designate. The employee can expect to receive a written reply to the concern within 14 days.

Disputes concerning pay rates, productivity and the assessment process may be reviewed internally on request and appealed externally through a dispute settlement centre, or the Industrial Relations Commission.

What is the period of time between initial assessment or wage review and corresponding pay increase? (e.g. immediate, next pay period, following financial year)

Wage increases must be documented on a form and will take effect the next pay period.

Other differentiating factors

- According to the Woorinyan Employment Support Service Employee Handbook, this WAT is used for Permanent Casual Employees and includes a calculation of the casual adult wage, including a 25 per cent casual loading.
- Productivity assessment is based on observation of quantifiable production output, which reflects the process in the SWS, however this wage assessment process is conducted by Woorinyan support staff rather than by external assessors.
- Productivity rates must be reviewed a minimum of once every 12 months.

The qualifications/expertise or training of the party conducting the assessment

According to Jenny Pearson’s report, 50 per cent of Woorinyan support staff are trained Workplace Assessors.

If the BSWAT is applied in the wage assessment, a trained CRS Australia staff will undertake the assessment.

95 Jenny Pearson advises that this handbook is Industrial Relations – What does it mean to me (referred to as the Green book). This was provided for the analysis. There is also a Blue book – All about your work and rights at Woorinyan Employment which was not supplied: comment by Jenny Pearson on 24 March 2009.

96 Industrial Relations – What does it mean to me Woorinyan Employment Support Service Employee Handbook, p. 9, as referred to by Jenny Pearson above.
Is the maximum rate of pay lower than the applicable Pay Scale rate?

According to Woorinyan documents, wages range from 5 per cent to 100 per cent and therefore it is possible for employees to receive the full applicable rate.
Yumaro Inc.

Whether the tool is a derivative or an adaptation of another tool

Neither. The Yumaro WAT is not based on any other particular tool. It was developed in 2001 as part of the Yumaro Leisurewear Enterprise Agreement 2001 (Agreement). Valmar Support Services considered WAT options together with Yumaro so the two tools are similar.

The purpose for which the tool is used

The WAT is a competency-based tool.

The type of work being assessed

The skills and type of work being assessed is aligned to the work performed under the Pay Scale derived from the Clothing Trades (State) Award NSW (Clothing Trades (NSW) Pay Scale), (section 12, for slow and disabled workers).

Whether existing wage and classification structure is integral to the current WAT, or whether the tool simply determines a pro rata capacity assessment which can easily be applied to any wages and classification

The WAT determines a pro rata capacity assessment to be applied to wage rates in the Yumaro Enterprise Agreement. Competencies are identified for each skill level which are outlined as classification levels in the agreement.

The employee is aligned with a job under the Clothing Trades (NSW) Pay Scale and if the employee is able to complete the job, they receive the associated pro rata rate of the Clothing Trades (NSW) Pay Scale.

Has the WAT been incorporated into an agreement?

The Yumaro WAT was approved by the Industrial Relations Commission of New South Wales as part of the Yumaro Leisurewear Enterprise Agreement in 2001, and again in 2003/04.

The current source of wage rates under the WAT

Wage rates are derived from the Yumaro Enterprise Agreement and based on rates derived from the Clothing Trades (NSW) Pay Scale, as specified in clause 5 of the Agreement.

What classifications and levels are used?

Classification Levels of the WAT and corresponding classifications are found in clause 11 and Schedule A of the Agreement. They are as follows:
### Agreement Classifications vs. Pay Scale Classifications

<table>
<thead>
<tr>
<th>Agreement Classifications</th>
<th>Pay Scale Classifications</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>% of Pay Scale Skill Level 2</td>
</tr>
<tr>
<td>Level 1</td>
<td>21.61%</td>
</tr>
<tr>
<td>Level 2</td>
<td>25%</td>
</tr>
<tr>
<td>Level 3</td>
<td>30%</td>
</tr>
<tr>
<td>Level 4</td>
<td>35%</td>
</tr>
<tr>
<td>Level 5</td>
<td>40%</td>
</tr>
<tr>
<td></td>
<td>% of Pay Scale Skill Level 3</td>
</tr>
<tr>
<td>Level 6</td>
<td>40%</td>
</tr>
<tr>
<td></td>
<td>% of Pay Scale Skill Level 4</td>
</tr>
<tr>
<td>Level 7</td>
<td>40%</td>
</tr>
</tbody>
</table>

Once an employee reaches 40 per cent of the Pay Scale rate at a particular skill level, they can move up to the next agreement skill level.

**Whether (and how) the tool measures competency and/or productivity only:**

- type of core competencies measurement (i.e. what does the tool measure?) and data sources;
- types of task skill measurement and data sources;
- types of productivity measurement (time based, unit based) and data sources (e.g. production data, structured observations, unstructured observations); and
- comparator used ('ideal' employee/average employee/supervisor etc).

The Yumaro tool is a competency based WAT only and so does not measure productivity.

**Types of core competencies/task skill measurement**

Work tasks are broken down into skills and all skills in the Yumaro tool are specifically job-related. The tool is based on skill and not on speed, and productivity is not the primary consideration. Employees do not need to have all competencies to progress to the next skill level but they must be able to demonstrate the dominant competency or combination of competencies to progress. The stated reasoning behind this approach is to avoid the tool discriminating against workers with certain disabilities.

For example, a Level 1 employee demonstrates only minimal judgement and undertakes a small selection of basic work tasks. The work tasks and duties may include but is not limited to:

- housekeeping/ general cleaning;
- clipping finished goods;
- bagging waste material; and
- marking bags.

A Level 7 employee must be able to undertake the following additional tasks and duties:

- full assembly of products;
- use cutting equipment;
- maintenance of machinery; and
• other activities which the employee has been given training.

Employees are to have basic knowledge and/or will undertake training in the following areas:
• information about Yumaro leisurewear;
• conditions of employment;
• introduction to support staff and co-workers;
• Yumaro policies and procedures; and
• occupational health and safety policy and practices.

The agreement identifies skills classifications for employees at Level 1 to Level 7.

The assessment process

As part of the employee's individual Employment Assistance Plan meeting, the independent wage assessor goes through all of the competency levels with the employee and those that have been achieved are ticked. The work tasks and duties undertaken by the employee over the previous twelve months are discussed and the factory supervisor may be involved in the discussion. Competencies that the employee would like to learn and develop are identified. If there is uncertainty as to whether an employee has achieved a particular competency, a practical demonstration may be arranged. As a result, the employee's overall skill level and associated wage level is identified. Once an agreed wage level is determined, a work contract is signed and a copy of the wage assessment is sent to the union.

Data sources

Data of an employee's performance is collected over twelve months. Observations are both unstructured (in that employees and supervisors discuss the employee's achievement of competencies), and structured in that if there is uncertainty as to whether an employee has achieved a particular competency, a practical demonstration may be arranged.

There is no comparator used in this WAT.

Whether the WAT attempts to capture an employee's entire range of skills and competencies or a selection (and the type of selection)

This WAT captures only a selection of an employee's skills and competencies, because each skill level has specific competencies. Should an employee wish to progress to a higher level, they need to demonstrate that they have the identified dominant competency or a combination of competencies.

The Agreement specifies and identifies all skills needed for a particular level, from Level 1 to Level 7.

Number of ratings used across each measurement (e.g. three levels for competencies [average, above average, below average])

This information is not available, other than the independent wage assessor goes through all of the competency levels with the employee and those that have been achieved are ticked.
**Is training/supervision measured separately?**

Training and supervision are not measured separately for wage calculation purposes. However, incidental to the wage assessment process, the individual's Employment Assistance Plan documents the following year’s goals and action plan. This forms the basis for the employee's Training Plan(s) which is provided to the employee's supervisor on the factory floor.

**Is behaviour management measured separately?**

No, not for wage assessment purposes.

**Assessment types:**

- **Method of measurement used by the tool (point in time assessment/on-going/combination)**
  - Annual assessment.

- **Party conducting assessment (internal/external/individual/multiple individuals involved/productivity data only)**
  - Primarily, independent wage assessors undertake the assessment process, but work with other Yumaro staff and the union.

**Weightings attached to productivity versus competency/task assessments. If fixed, state ratios. If variable, state that no fixed weighting.**

This tool is entirely competency based.

**Mathematical formula used by WAT**

The assessor identifies with the employee all the areas of competency of that employee. These competencies are then matched up with skills classifications in clause 11 of the Agreement which determines the pro rata Pay Scale rate.

**What percentage of an employee’s wage is determined by scores in:**

(a) **Task competency:** The primary determiner of assessment.

(b) **Work skills.**

(c) **Productivity.**

(d) **Behaviour.**

(e) **Supervision.**

The WAT is competency-based and the employee’s wage is determined by competencies achieved for each skill level. Productivity becomes a secondary consideration and is not measured for wage assessment. Behaviour and supervision are not measured for wage assessment purposes.

**Does increase in productivity result in higher wage outcome?**

No. As productivity is not the primary indicator in determining an employee’s wage.
Anti-regression provision

Yes, clause 10.7 of the agreement states that in the event that an assessment produces a rate of remuneration below that already payable to the employee, the employee shall be paid no less. Clause 13.2 of the agreement further supports this. Clause 12.5 of the agreement further provides that if an employee performs duties that attract less remuneration than they otherwise would have received if they had not performed these lesser duties; they shall not suffer a reduction in pay.

Minimum hourly/weekly payment

According to the Classification Levels and Percentage of the Clothing Trades (NSW) Pay Scale, Level 1 translates to 21.61 per cent of Skill Level 2 being the minimum hourly rate of pay.

Rates of pay for Levels 1 to Levels 5 are based on a percentage of the rate of pay applicable and payable to employees without a disability.

Capping of wages. Is the maximum rate of pay capped/fixed?

The Yumaro WAT specified 40 per cent of Skill Levels 1 to 4 of the Clothing Trades (NSW) Pay Scale. For example, when an employee is assessed at 40 per cent of Level 1 they are progressed to Level 2. In practice the majority of employees are currently assessed at Level 2. Also once an employee is assessed at 40 per cent of Level 4 they are considered skilled and experienced for SWS and/or Open Employment.

Commencement rate of pay. What is the minimum and maximum period between commencement and first wage assessment?

Employees required to undertake a training period will be paid no less than Level 1 until they are assessed, which shall happen not more than twelve weeks from commencement of employment (clause 8 of the Agreement).

Is there a trial period? Or a training period? Are there set wages for this period of time? Is training specifically provided once employment has commenced and prior to assessment?

Yes, the purpose of the trial period is to give Yumaro adequate time to organise an assessment of the employee. On commencement of employment, new employees may be employed on a trial period until they are assessed but for not more than twelve weeks from the date of commencement of employment. The trial period may be extended for a period of time, but only with the written consent of the Secretary of the Union.

NB The trial period is not a probation period (clause 8.1)

Are there any attempts to estimate capacity (productivity or competency) of an employee on commencement and prior to full assessment? Similarly are there any attempts to determine if training is needed?

Clause 8.3 of the WAT provides that during an employee's trial period, the employee will be assessed on their competency.
Provision of back pay available after initial assessment completed

If an employee has a wage result outcome higher than Level 1, they will be entitled to be paid the difference between Level 1 and the level they are assessed at. Any such payment will be back dated to such time the employee would have been entitled to the higher level but for the time taken to organise and conduct the assessment.

Can an advocate assist an employee in disputing/appealing a wage outcome?
Is the process of disputing/appealing wage outcomes clear? Avenues of external appeal

A Dispute Resolution process is in place and set out under clause 17 of the Agreement, Employees may appeal to the union, and are informed of union arrangements as a union convenor meets with employees three to four times each year.

What is the period of time between initial assessment or wage review and corresponding pay increase? (e.g. immediate, next pay period, following financial year)

On commencement of employment employees may be employed on a trial period until they are assessed. An employee is to be assessed within twelve weeks from the date of commencement at Yumaro. In the event that an employee achieves a higher wage outcome, Yumaro will back pay this employee, but the period between the assessment and pay is not specified.

Wage assessments thereafter occur annually.

Other differentiating factors

• Employees do not need to have achieved all competencies for each skill level to progress to the next skill level, they only need to have the identified dominant competency or combination of competencies.

• Union officers visit Yumaro annually and check the wage assessments and the progress of employees against wage levels.

• Where the organisation’s Agreement is inconsistent with the Clothing Trades Award, the Agreement shall take precedence over the Award to the extent of the inconsistency (clause 5.2.2).

The qualifications/expertise or training of the party conducting the assessment

As stated in the agreement, an assessor can be Yumaro together with the Union, or a suitably qualified person as agreed between Yumaro and the Union.

As of March 2006, the two independent wage assessors were employed at Yumaro working on a part-time basis to a total of 60 hours per week.

NB ‘Suitably qualified’ is not defined.
Is the maximum rate of pay lower than the applicable Pay Scale rate?

The maximum rate of pay is set at 40 per cent of Skill Level 4 of the Clothing Trades (NSW) Pay Scale. However, once an employee is assessed at 40 per cent of Level 4 they are considered skilled and experienced for the SWS and/or Open Employment.\textsuperscript{98}

\textsuperscript{98} Telephone discussion with Yumaro on 21 May 2009
Appendix B: Employer Survey Instrument

Welcome to the Australian Fair Pay Commission online Australian Disability Enterprise Employer Survey

The Australian Fair Pay Commission invites you to participate in its survey of Australian Disability Enterprises. The purpose of this survey, which was brought to your attention earlier this month, is to gain a deeper understanding of employment in the Australian Disability Enterprises sector, particularly in relation to wage-setting arrangements.

The survey should be completed by someone from your organisation who is directly involved in employment arrangements, including pay rates.

If you are unsure about whether you are the appropriate person to complete this survey, or if you have any questions related to this research, please contact the Secretariat via email at ADEsurvey@fairpay.gov.au or call 03 8621-8212.

To complete the survey you will be required to check boxes, enter a number, or enter a response in your own words. The survey will cover the following topics:

- Use of wage-setting instruments and Wage Assessment Tool(s)
- Determining wage rates in your organisation and accessing information
- Your experiences

Responding to the survey questions will take around 15 minutes, the length being dependant on your level of involvement in these issues and your need to consult documents and/or colleagues to inform your responses. The final question in the survey invites you to share experiences of wage-setting in your organisation. The Secretariat has no expectation of the time taken to respond to this question – this is at the discretion of each survey participant.

I-view are bound by the strict Code of Ethics of the Market and Social Research Society of Australia (AMSRS) and National Privacy Principles. You can be assured that individual responses will be kept strictly confidential and only non-identified data will be reported to the Commission. Please contact xxx at I-view if you encounter any problems completing the survey or queries about the confidentiality of your responses.

[S/R]

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>2</td>
</tr>
</tbody>
</table>

If this participant is not directly involved in administering employment arrangements the following message will appear:

As you have indicated that you are not personally involved in administering employment arrangements you may not be the most appropriate person from your organisation to complete this survey. The majority of questions do not allow for ‘don’t know’ responses.
and may require you to seek out information to respond accurately. Therefore, if there is someone else from your organisation who is more actively involved in determining and/or administering employment arrangements please provide their contact details in the space provided below, and then select 'Close'.

Alternatively, if you are indeed the most appropriate person to participate, please select 'continue' to commence the survey.

Name:
Title:
Email:

If you have any queries about participation in this survey, or questions related to this study please contact the Australian Fair Pay Commission Secretariat via email at ADEsurvey@fairpay.gov.au or call 03 8621-8212.

We greatly appreciate your time and assistance.

Select:
1 to Continue
2 to Close

Section 1: Use of wage setting instruments and WATs

Q1a Which of the following is your organisation covered by:

[S/R]

<table>
<thead>
<tr>
<th>Description</th>
<th>Code</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Liquor, Hospitality and Miscellaneous Union Supported Employment Services Award 2005 (LHMU Pay Scale)</td>
<td>1</td>
<td>Go to Q2</td>
</tr>
<tr>
<td>Special Business Services (Employees with a disability) Australian Pay and Classification Scale, [2007] APCS 2 (Business Services Pay Scale)</td>
<td>2</td>
<td>Go to Q2</td>
</tr>
<tr>
<td>The Cooma Challenge Limited Business Services (State) Award</td>
<td>3</td>
<td>Go to Q2</td>
</tr>
<tr>
<td>Not sure/ none of these</td>
<td>99</td>
<td>Go to Q1b</td>
</tr>
</tbody>
</table>

[ASK Q1b IF CODE 99 AT Q1 – Not sure/ not covered by any of the options listed]

Q1b Did your organisation commence using the Wage Assessment Tool currently used to calculate employee wage rates prior to October 2007?

[S/R]

<table>
<thead>
<tr>
<th>Description</th>
<th>Code</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>1</td>
<td>Continue</td>
</tr>
<tr>
<td>No</td>
<td>2</td>
<td>Continue</td>
</tr>
</tbody>
</table>

Q2 How many Wage Assessment Tools are currently used by your organisation?

[S/R]

<table>
<thead>
<tr>
<th>Description</th>
<th>Code</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>One</td>
<td>1</td>
<td>Skip to Q4</td>
</tr>
<tr>
<td>Two or more</td>
<td>2</td>
<td>Continue</td>
</tr>
</tbody>
</table>
Q3a Please list the Wage Assessment Tools currently used by your organisation.

Q3b Please briefly detail why your organisation currently uses more than one Wage Assessment Tool.

Q3c For the purposes of this survey please respond to questions in relation to the Wage Assessment Tool that is most tailored to the needs of the organisation. Which Wage Assessment Tool would this be?

[S/R]

Go to Q5

[ASK Q4 IF CODE 1 AT Q2 – Using only one WAT]

Q4 What Wage Assessment Tool is your organisation currently using?

[S/R]

Continue

Q5a Where do you get the rates of pay in the Wage Assessment Tool from?

[M/R]

<table>
<thead>
<tr>
<th>Wage Assessment Tool</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Liquor, Hospitality and Miscellaneous Union Supported Employment Services Award 2005 (LHMU Pay Scale)</td>
<td>1</td>
</tr>
<tr>
<td>Special Business Services (Employees with a disability) Australian Pay and Classification Scale, [2007] APCS 2 (Business Services Pay Scale)</td>
<td>2</td>
</tr>
<tr>
<td>The Cooma Challenge Limited Business Services (State) Award</td>
<td>3</td>
</tr>
<tr>
<td>Other Award/ Pay Scale</td>
<td>4</td>
</tr>
<tr>
<td>Other, please specify</td>
<td>96</td>
</tr>
</tbody>
</table>

Go to Q6
Appendix B: Employer Survey Instrument

Q5b Which Award / Pay Scale do you get the rates of pay in the Wage Assessment Tool from?

[M/R]

<table>
<thead>
<tr>
<th>Award / Pay Scale</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australian Liquor, Hospitality and Miscellaneous Workers Union Supported Employment Award 2001 [Fed] – LHMU Award</td>
<td>1</td>
</tr>
<tr>
<td>Special Federal Minimum Wage (Supported Wage System/ Woorinyan WAT)</td>
<td>2</td>
</tr>
<tr>
<td>The Clothing Trades (State) Award</td>
<td>3</td>
</tr>
<tr>
<td>Metal Industry (South Australia) Award 1998</td>
<td>4</td>
</tr>
<tr>
<td>Clerks’ (South Australia) Award 1997</td>
<td>5</td>
</tr>
<tr>
<td>Disability Services Award (South Australia)</td>
<td>6</td>
</tr>
<tr>
<td>Furnishing Industry National Award 2003</td>
<td>7</td>
</tr>
<tr>
<td>General Store Workers, Packers, Wholesale Sellers and Distributors Award (South Australia)</td>
<td>8</td>
</tr>
<tr>
<td>Graphic Arts General Award 2000</td>
<td>9</td>
</tr>
<tr>
<td>The Timber &amp; Allied Industries Award 1999</td>
<td>10</td>
</tr>
<tr>
<td>Furniture and Furnishings (State) Award (NSW),</td>
<td>11</td>
</tr>
<tr>
<td>Warehouse Employees – General (State) Award (NSW),</td>
<td>12</td>
</tr>
<tr>
<td>Warehouse Employees- Drug (State) Award (NSW)</td>
<td>13</td>
</tr>
<tr>
<td>Nurseries Employees (State) Award</td>
<td>14</td>
</tr>
<tr>
<td>Laundry and Dry Cleaning Award</td>
<td>15</td>
</tr>
<tr>
<td>Other, please specify</td>
<td>96</td>
</tr>
</tbody>
</table>

Q6 What Award / Pay Scale classification rates does your organisation apply in the Wage Assessment Tool in order to calculate an employee's actual wage rate? If more than one classification is used, please list all of the classifications.

Please include the name of the Award / Pay Scale / Agreement, as well as the classification and the wage rate expressed in dollars and cents.

[M/R]

<table>
<thead>
<tr>
<th>Name of Pay Scale</th>
<th>Classification Applied</th>
<th>Rate of pay</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Example) LHMU Pay Scale</td>
<td>Grade 1</td>
<td>$14.31</td>
</tr>
</tbody>
</table>

Q7 Is the Wage Assessment Tool currently used by your organisation also included in an agreement covering the Disability Enterprise (e.g. AWA, Collective Agreement or Individual Transitional Employment Agreement)?

[S/R]

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>1</th>
<th>Continue</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No</td>
<td>2</td>
<td>Go to Q8a</td>
</tr>
</tbody>
</table>

Q8a Which of the following is your organisation’s Wage Assessment Tool included in?

[M/R]

<table>
<thead>
<tr>
<th>Agreement</th>
<th>Code</th>
<th>Continue</th>
</tr>
</thead>
<tbody>
<tr>
<td>A collective / enterprise agreement</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Australian Workplace Agreement (AWA)</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Individual Transitional Employment Agreement</td>
<td>3</td>
<td></td>
</tr>
</tbody>
</table>
Q8b  And does your agreement provide for any benefits or conditions in addition to the wage determined through the wage assessment process (e.g. bonuses, paid time off to attend training)?

[S/R]

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>1</th>
<th>Continue</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>2</td>
<td>Go to Q8d</td>
<td></td>
</tr>
</tbody>
</table>

[ASK Q8b IF CODE 1 AT Q8b – Agreement includes benefits]

Q8c  Please outline the benefits / conditions that are included in the agreement(s).

[ASK Q8d IF CODE 1 AT Q7 – has agreement]

Q8d  Does your organisation provide additional benefits or conditions in addition to the wage determined through the wage assessment process that are NOT included in an agreement?

[S/R]

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>1</th>
<th>Continue</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>2</td>
<td>Go to Q10a</td>
<td></td>
</tr>
</tbody>
</table>

[ASK Q8e IF CODE 1 AT Q8d – Organisation provides benefits not included in an agreement]

Q8e  Please briefly detail the benefits / conditions provided by your organisation that are NOT included in an agreement.

[ASK Q9a IF CODE 2 AT Q7 – No agreement]

Q9a  Does your organisation provide benefits or conditions in addition to the wage determined through the wage assessment process (e.g. bonuses, paid time off to attend training, additional personal leave)?

[S/R]

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>1</th>
<th>Continue</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>2</td>
<td>Go to Q10a</td>
<td></td>
</tr>
</tbody>
</table>

[ASK Q9b IF CODE 1 AT Q9a – Organisation provides benefits]

Q9b  Please briefly detail these benefits / conditions provided by your organisation.

Q10a  Has the Wage Assessment Tool currently used been specifically developed for your organisation?

[S/R]

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>1</th>
<th>Continue</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>2</td>
<td>Go to Q12</td>
<td></td>
</tr>
</tbody>
</table>
Appendix B: Employer Survey Instrument

Q10b  Was this tool developed, derived or adapted using another Wage Assessment Tool?

[S/R]

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>1</th>
<th>Continue</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>2</td>
<td>Go to Q11a</td>
<td></td>
</tr>
</tbody>
</table>

Q10c  Which Wage Assessment Tool was your tool developed, derived or adapted from?

[S/R]

<table>
<thead>
<tr>
<th></th>
<th>Continue</th>
</tr>
</thead>
</table>

Q11a  Please briefly detail why your organisation developed its own Wage Assessment Tool.

Go to Q12

Q12  Has your organisation used other Wage Assessment Tools in the past?

[S/R]

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>1</th>
<th>Continue</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>2</td>
<td>Skip to Q14</td>
<td></td>
</tr>
</tbody>
</table>

Q13  Which Wage Assessment Tool(s) has your organisation used?

Q14  Who generally performs the wage assessments for your employees?

[M/R]

<table>
<thead>
<tr>
<th>Staff member(s)</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Representative(s) from an employee organisation</td>
<td>2</td>
</tr>
<tr>
<td>Representative(s) from CRS Australia</td>
<td>3</td>
</tr>
<tr>
<td>Other external body/consultant, please specify</td>
<td>4</td>
</tr>
</tbody>
</table>

Q15  What experience/ qualifications are held by the assessor(s)?

[M/R]

| Certificate IV in Training and Assessment | 1 |
| Internal training | 2 |
| Industry experience | 3 |
| Other, please specify | 96 |
| Unsure | 99 |
### Appendix B: Employer Survey Instrument

**Q16** How is information about pay rates communicated to employees in your organisation following a wage assessment?

<table>
<thead>
<tr>
<th>[M/R accepted – except where code 97 is selected]</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>By the organisation directly</td>
<td>1</td>
</tr>
<tr>
<td>By an external body / employee organisation</td>
<td>2</td>
</tr>
<tr>
<td>Other, please specify ...................................</td>
<td>96</td>
</tr>
<tr>
<td>This information is not communicated to employees</td>
<td>97</td>
</tr>
</tbody>
</table>

**Q17a** Is there provision for a support person to be present?

<table>
<thead>
<tr>
<th>[S/R]</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>1</td>
</tr>
<tr>
<td>No</td>
<td>2</td>
</tr>
</tbody>
</table>

**Q17b** Is the support person nominated by the employee?

<table>
<thead>
<tr>
<th>[S/R]</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>1</td>
</tr>
<tr>
<td>No</td>
<td>2</td>
</tr>
</tbody>
</table>

[ASK Q18 IF CODE 1 AT Q17a – Support person present]

**Q18** Who would the support person usually be?

<table>
<thead>
<tr>
<th>[M/R]</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Parent/Carer</td>
<td>1</td>
</tr>
<tr>
<td>Colleague</td>
<td>2</td>
</tr>
<tr>
<td>Organisational Support</td>
<td>3</td>
</tr>
<tr>
<td>Representative from an employee organisation</td>
<td>4</td>
</tr>
<tr>
<td>Disability advocate</td>
<td>5</td>
</tr>
</tbody>
</table>

### Section 2: Accessing information and wage rate adjustments

**Q19** Where does your organisation access information from to remain informed about pay rates for the classifications – and adjustments to these?

<table>
<thead>
<tr>
<th>[M/R]</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Automatically through an industry body / association</td>
<td>1</td>
</tr>
<tr>
<td>Automatically through an employer organisation</td>
<td>2</td>
</tr>
<tr>
<td>Through an employee organisation</td>
<td>3</td>
</tr>
<tr>
<td>Self informed (e.g. through Internet searches, in the media)</td>
<td>4</td>
</tr>
<tr>
<td>Through an external supplier/consultant (eg. accountant, book keeper)</td>
<td>5</td>
</tr>
<tr>
<td>Through the Australian Fair Pay Commission decision documents (website)</td>
<td>6</td>
</tr>
<tr>
<td>Other government department or agency (eg. DEEWR, FaHCSIA, Workplace Authority)</td>
<td>7</td>
</tr>
<tr>
<td>Other, please specify ..........................................................</td>
<td>96</td>
</tr>
</tbody>
</table>
Q20 When was the most recent adjustment or increase to pay rates (classification rates) applied to your Wage Assessment Tool?

[S/R]

MM/YYYY

Q21 What were the circumstances of the most recent adjustment to wage rates for your employees? Was this a result of:

[S/R]

| Australian Fair Pay Commission wage-setting decision | 1 |
| Australian Industrial Relations Commission wage decision | 2 |
| State industrial tribunal wage decision | 3 |
| Automatic increase in an agreement | 4 |
| Other, please specify | 96 |

Section 3: Your experiences

The Commission is particularly interested to hear about the experiences of wage-setting in your organisation.

You may wish to discuss how your organisation has responded to the changes in the sector. You may also wish to discuss any challenges your organisation has encountered and successes in using Wage Assessment Tools.

Q22 Please include your comments below

Closing script

Thank-you for taking the time to complete this survey.

It is anticipated that the outcomes from the Secretariat's research projects will cumulatively provide an industry sector profile for publication by the Commission in 2009.

Your assistance is greatly appreciated.