



STATE POLLUTION CONTROL COMMISSION

STAFF MANUAL

DIRECTOR'S MESSAGE

Welcome to the State Pollution Control Commission.

On behalf of the Commission and its Executive, I am pleased to issue you with this 'Staff Manual'.

The aim of the manual is to provide you with easy access to important information which may be needed in your day-to-day work. The manual will also serve as a useful reference document in future years. It will be periodically updated as Commission, Public Service and Government policies and procedures change. It will also be a good place to keep work-related notes, staff notices, lists of delegations and so on, of particular importance to you.

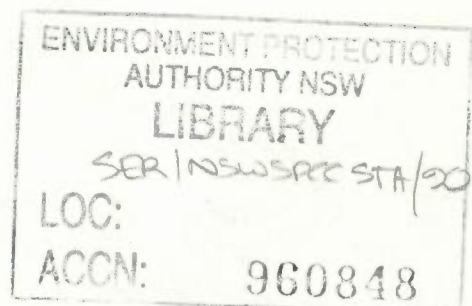
While the manual covers a wide range of subjects in some detail, it is not meant to be exhaustive. Further information or assistance is always available from your supervisor or the Personnel Section should you require it.

I commend this manual to you. I look forward to the important contribution you can make towards the achievement of our corporate objectives. In return, you should find your efforts here bring personal satisfaction and reward.



JOHN NILAND

Executive Chairman and Director



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1. INTRODUCTION TO THE COMMISSION

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2. FUNCTIONS AND RESPONSIBILITIES

The Commission's functions and responsibilities are to:

- . ensure that all practical measures are taken under the State Pollution Control Commission Act or any other Act to prevent, control or reduce pollution, to control waste disposal and to protect the environment;
- . co-ordinate the activities of all public authorities in New South Wales in respect of these measures;
- . formulate and promote plans for practical programs for the prevention, control and reduction of pollution, the control of waste disposal and the protection of the environment;
- . undertake economic appraisals of proposed measures and programs for the prevention, control or reduction of pollution, waste disposal and the protection of the environment;
- . advise the Minister for the Environment on the efficacy of the measures that are being taken and on the necessity for remedial action, or for new or modified legislation;
- . undertake any activity related to pollution control, waste disposal or the protection of the environment as required by the Minister for the Environment;
- . carry out, commission and co-ordinate surveys, investigations and research on pollution, waste disposal or environmental protection matters;

- . provide specialist guidance and technical and advisory services to public authorities, industry and the public, specifically on the control of pollution and waste disposal, and on environmental protection matters generally;
- . provide effective public consultation and educational services and information in a form suitable for a multi-cultural society;
- . provide effective liaison with relevant public authorities, industry and the community;
- . consult and arrange with any public authority (by direction if necessary) to take appropriate action to prevent, control or reduce pollution, control waste disposal or protect the environment;
- . promote and participate in actions between the States, the Commonwealth and the Territories to prevent, control or reduce pollution, to control waste disposal and to protect the environment;
- . administer the Clean Air Act which is concerned with the prevention and abatement of air pollution from premises and motor vehicles;
- . administer the Clean Waters Act which is concerned with the prevention and abatement of water pollution in the State's streams, lakes, lagoons, underground waters and tidal waters;
- . administer the Noise Control Act which is concerned with the prevention and abatement of noise other than occupational noise;

- 1.1 (Cont)

. administer the Recreation Vehicles Act which is concerned to mitigate the environmental effects of the off-road use of vehicles and to make land available for such use;

. administer the Environmentally Hazardous Chemicals Act which is concerned with protecting the environment against harm from chemicals and chemical wastes, and restoring sites which have been contaminated by chemicals;

. conduct inquiries into pollution, waste disposal or environmental protection matters; and

. conduct appeals under the Waste Disposal Act.

1.2 AIMS AND OBJECTIVES

In fulfilling its responsibilities the Commission takes or encourages the taking of all practical means to achieve the general objectives outlined below.

General

- . To ensure that the Commission's statutory and administrative functions are discharged in an efficient, effective and economical manner.

Air

- . To achieve a satisfactory air quality by controlling emissions into the air of impurities and odours, having regard to technical, social and economic considerations.
- . To identify and assess regional air quality problems and to develop and implement appropriate pollution control strategies.
- . To obtain necessary data on which decisions concerning control programs may be based, including ambient monitoring and research, and with this information, to establish the effectiveness of existing policies, future trends and the need for further control programs.

Water

- . To manage surface and sub-surface waters to achieve a quality appropriate to the desirable uses of the waters by controlling sources of pollution entering such waters, having regard to technical, social and economic considerations.
- . To identify and assess water quality problems, to set levels of quality appropriate to the desirable uses of the

waters, and to develop and implement appropriate pollution control strategies.

- . To develop and undertake water quality monitoring programs designed to provide information necessary for the effective management of water quality.
- . To develop and promote programs for the maximum practicable recovery and re-use of water.

Noise

- . To minimise the incidence of offensive noise in the community, excepting factory and occupational noise, by the control of its level, character, or time, through treatment at the source or along the transmission path.
- . To develop and implement specific control strategies to reduce noise generated by motor vehicles either individually or as traffic.

Land and Ecosystems

- . To protect the land, plants, animals and terrestrial and aquatic ecosystems from the impact of pollutants, development and other human activities.
- . To ameliorate the past effects of pollutants and activities, and to restore degraded lands and ecosystems.

Hazardous Chemicals

- . To avoid the entry of harmful chemicals into the environment.
- . To regulate the disposal of chemical wastes, particularly to avoid the need for monitoring or emergence of problems in the long term.

- 1.2 (Cont) -

- . To ensure any sites contaminated by chemicals are effectively restored, appropriate to their future use.

Resource Management

- . To control the disposal of wastes in an environmentally acceptable manner.
- . To achieve maximum recovery and re-use or recycling of resources which would otherwise be disposed of as waste.
- . To abate, and where practicable, eradicate littering.

Research

- . To establish a database on pollution sources, pollutants, noise, hazardous chemicals, wastes, litter, and relevant technologies, and where appropriate, to undertake investigative programs relating to them.
- . To undertake research and investigations to define specific pollution control, waste disposal, and environmental protection problems; to understand their causes and the processes involved; and to develop solutions to these problems.
- . To develop pollution, waste control and environmental protection measures necessary to cope with new materials and processes resulting from changing technology.

Education

- . To educate the community in pollution control, waste disposal and environmental protection matters, and to encourage informed community involvement in these matters.

- . To ensure that current and future technological advances in pollution, waste control and environmental protection skills are developed and maintained within the Commission.

Advisory Services

- . To provide specialist advice to authorities responsible for land use planning, particularly with regard to the siting of industry and other activities which may pollute or adversely affect the environment.
- . To provide extension services to industry, commerce, developers, consultants, public authorities, schools, and the public in respect of pollution control, waste management and environmental protection.

Enforcement

- . To ensure that corrective and legal action is taken against offenders where breaches of the legislation occur.

1.3 SENIOR OFFICERS OF THE COMMISSION

On 1 July 1990, the executive officers of the Commission were:

Executive Chairman & Director

Prof. John Niland, MCom, PHd

Deputy Director

Dr Warwick Forrest, BSc For,
MA, PHd

Chief - Sydney Division

Mr Peter Yates, BSc Chem, Eng

Chief - Coast & Inland Division

Dr David Leece, MSc Agr, PHd, CBiol

Chief - Air & Noise Division

Mr Michael Mowle, BTech

Chief - Water & Chemicals Branch

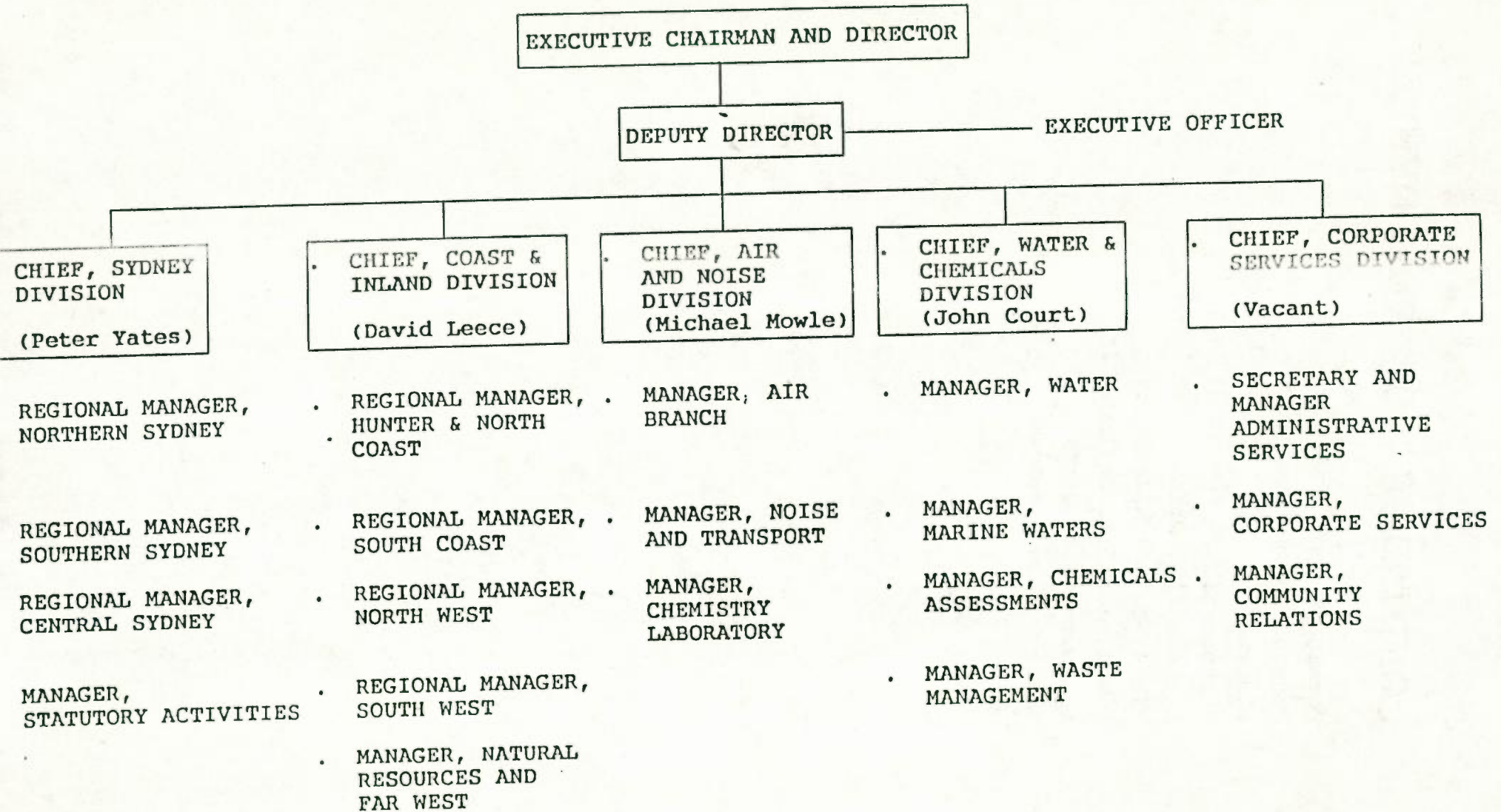
Mr John Court, BA, BSc, MAppSc, MA

Chief - Corporate Services Division

Vacant

STATE POLLUTION CONTROL COMMISSION

ORGANISATION STRUCTURE 1990/91



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2.1 Permanent Appointment

Within the Public Service there are two categories of employment: Permanent Officers and Temporary Employees.

It is Public Service policy that vacant full-time permanent positions are to be filled by the appointment of officers.

Factors which determine whether a person is a temporary employee or a permanent officer are:

1. the nature of the position
2. the ability of the person to meet the requirements for appointment as an officer.

There are different conditions of service for officers and temporary employees.

PERMANENT OFFICERS

Security of Employment

- . appointment is initially on probation (normally for a period of 12 months) and is confirmed if requirements and job performance and conduct are satisfactory.

Career Opportunities

- . eligible to apply for those vacant positions advertised both in the Public Service notices and the press.

Superannuation

- . eligible to contribute to the State Authorities Superannuation Fund.

Appeal Rights

- . have rights of appeal against decisions to promote other officers, and the right of appeal against dismissal and disciplinary action.

To be eligible for permanent appointment as an officer:

- . a person must be an Australian citizen or permanent resident
- . a medical examination is to be passed to ensure that the duties of the position are able to be performed
- . the officer must demonstrate a satisfactory level of conduct and services during the probationary period of employment.

Probation

Officers are appointed on probation for a period of 12 months from entry on duty date. A review of an officer's conduct and services is carried out by the officer's supervisor at the end of the probation period to determine whether confirmation of appointment is to be recommended by the Director.

Factors such as punctuality, sick leave record and work performance are taken into consideration.

Once a satisfactory report is received it is forwarded to the Director who recommends to the Governor of New South Wales that the officer be confirmed as a permanent officer of the New South Wales Public Service.

TEMPORARY EMPLOYEES

- . Employment is subject to review at least every four months.
- . Services may be terminated at any time due to lack of work or funds or unsatisfactory service.
- . Eligible to apply for only those positions advertised in the Press and can only be recommended for appointment if no equally capable and qualified officer has applied.
- . Ineligible to join the State Authorities Superannuation Fund. However, are entitled to Basic Benefit Superannuation contribution.
- . Rights of appeal are limited to appeal against dismissal or the deferment of an increment.

2.2 Code of Conduct and Ethics for the NSW Public Service

Introduction

The people of New South Wales have a right to expect that the Public Service of this State will be conducted with efficiency and effectiveness, impartiality and integrity. It is this special obligation which demands that the members of the Public Service perform their duties at a high standard and that there not be, nor seem to be, any conflict between their private interest and their responsibilities to the public. At the same time, members of the Public Service should not be subject to unnecessary restrictions in their private activities simply because they are employees of the Crown, where these activities do not affect the proper performance of their duties or reflect adversely on the Service generally, or the organisation in which they are employed.

Some of the requirements of this Code of Conduct and Ethics are the subject of specific provisions of the Public Service Act and Regulations, some are generally acknowledged conventions which reflect community expectations, while others are particular applications of general principles which are considered appropriate and necessary to ensure that integrity is maintained within the Public Service. If there is any conflict between the provisions of this Code of Conduct and Ethics and the provisions of any Act or Regulations, the latter provisions will prevail.

It might be noted that the following is only a summary of the major areas most staff would confront during their working lives. Further details appear in the Staff and Personnel Handbook.

Performance of Duties

1. While on duty officers and employees should give their whole time and attention to ensuring that their work is carried out efficiently, economically and effectively, and that their standard of work reflects favourably both on themselves and on the organisation in which they are employed.

Lawful Orders

2. Officers and employees shall not wilfully disobey or wilfully disregard any lawful order given by any person having the authority to make or give the order.
3. Officers and employees who dispute the propriety of any such order may appeal to the Department Head against being required to carry out the order, but shall, as far as possible, comply with the order until the Department Head determines the appeal.

Standards of Honesty and Integrity

4. Officers and employees should observe the highest practices of honesty and integrity, and avoid conduct which could suggest any departure from them. This may include a duty to bring to notice dishonesty on the part of some other officer or employee.

Use of Official Information; Conflicts of Interest

5. Officers and employees should act in the general public interest and not in the interest of themselves or any other individual and they should be able to show that they have done so. In particular, official information should not be used so as to violate any confidentiality or privilege, or to gain improperly any kind of benefit or advantage for any person.

6. Officers and employees who exercise a regulatory, inspectorial, or other discretionary functions in relation to members of the public must make disclosure when dealing with relatives and close friends and, wherever possible, disqualify themselves from dealing with them.

Rewards and Gratuities

7. Officers and employees shall not directly or indirectly demand or receive from any person or organisation any present, gratuity or remuneration of any kind, in respect of services performed, or to be performed, whether during working hours or not, in connection with the officer's or employee's position in the Public Service.

Influence to Secure Advantage

8. Officers and employees shall not seek the exercise of the influence of any person in order to obtain promotion, or other advantage.

Public Comment and Disclosure of Official Information

9. Other than in the course of duty, or when called to give evidence in court, officers and employees should not disclose or comment on matters relating to official business or government policies. This is particularly so where:
 - (a) a new policy is proposed or a policy is under review;
or
 - (b) a comment is made as a Public Servant rather than as a private citizen; or
 - (c) it might be inferred that a comment made is made by a person purporting to have specialised direct or

official knowledge of the matter which is the subject of the comment.

Officers are, however, not prohibited from disclosing information which is either the subject of public knowledge or would be given to any member of the public seeking disclosure of that information.

Private Employment

10. Officers and employees who are full-time employees of the Crown must not engage in private employment without the approval of the Department of Industrial Relations and Employment. Generally, such approval will not be given in any of the following circumstances:
 - (a) Where the work will interfere with the proper efficient performance of the officer's or employee's duties;
 - (b) Where the work will involve the officer or employee in serious competition with other persons who rely on such employment to the extent that their livelihood will be adversely affected;
 - (c) where the work arises from or is associated with the officer's or employee's official duties; or
 - (d) where the work may involve a conflict of interest with the officer's or employee's duties.

Approval to engage in private employment other than in the officer's or employee's own time will only be granted in exceptional circumstances. Part-time employees may in general engage in private employment outside their hours of duty. Approval may however be declined on the grounds (a) - (b) above.

11. Officers and employees may write books, articles for magazines, and the like, providing there is not interference with their official duties. If the work is related to the officer's or employee's duties, or contains information obtained in the course of such duties, approval to publish must be obtained from the Department Head prior to publication.

Personal Behaviour

12. Officers and employees should refrain from any form of conduct, in relation to other staff or the public, likely to cause a person offence or harassment. Conduct of this nature may lead to disciplinary action being taken.

Intoxicating liquor consumed during the luncheon period could affect your behaviour, performance and safety on your return to duty and also ultimately lead to disciplinary action.

2.3 Flexitime

Commission staff work a 35 hour week and basic working times are 9.00 a m to 5.00 p m Mondays to Fridays. Subject to Commission convenience, staff may work flexitime.

The following information deals with the Flexible Working Hours System approved by the Commission.

1. Flexi Sheets

Each day you must complete a flexi sheet to record starting and finishing times, lunch period and any adjustments. Total daily hours worked and the cumulative balance, must be kept up to date on the flexi sheet. By working more than seven hours in any day you can build up a "credit" balance (which will enable you to take time off).

As flexi sheets are accountable forms, erasures and white out are not permitted. Errors on your flexi sheet should be crossed with a single line and the correct entry should be placed directly above.

2. Settlement Period

The Flexitime system operates on a four weekly settlement period. At the end of this period, staff are allowed to carry over a maximum debit/credit balance of ten hours. Any credit balance over ten hours is forfeited while any debit balance over ten hours requires the submission of an application for recreation leave to reduce this debit.

3. Starting and Finishing Times

Staff may choose their starting and finishing times within the following "bandwidth" ranges.

Start 7.30 a m to 9.30 a m
Finish 3.30 p m to 6.00 p m.

An early or late start/finish is always subject to the supervisor's approval and the availability of work.

4. Coretime

You must be at work between 9.30 a m and 3.30 p m. If you are not at work, you must be covered by some form of approved leave (ie, sick, recreation, study time etc).

5. Late Arrival

Should you arrive after 9.30 a m you will be required to apply for a minimum of a quarter day recreation leave or leave without pay to cover the time you were not at work. You should sign on when you arrive and add the value of the leave (eg, 1³/₄ hours) to your flexi credit. NB: lateness caused by major transport breakdown will NOT usually require the taking of recreation leave.

6. Lunch

The normal time for lunch is between 12.30 p m and 1.30 p m and you must take at least 30 minutes. If you so desire you may take up to 2¹/₂ hours for your lunch break. This can be taken between 12.00 noon and 2.30 p m.

On the other hand, if you wish to build up flexi time credit, you may take the option of only a half hour lunch. You must have your supervisor's prior approval in both these cases.

NB: all officers must be back on duty by 2.30 p m.

7. Flexi Leave

As mentioned before, time off during core time is only available as approved leave or flexi leave. Flexi leave requires prior approval of your supervisor and is subject to departmental convenience.

Officers may take one full day flexi leave during the settlement period (reducing flexi credit by seven hours) OR take two half days flexi leave (reducing flexi credit by $3\frac{1}{2}$ hours on each occasion).

Flexi leave may be taken in conjunction with Recreation Leave and Extended Leave and the concession may also be taken even though officers have NOT accumulated a credit to cover the period of absence. Leave applications are not submitted for flexi leave.

8. Breaches

Breaking the rules of flexi time, eg, incorrect time recording, continual lateness etc, will be viewed most seriously and may result in your exclusion from the flexitime system or other disciplinary action.

9. Resignation

An adjustment will be made to your final pay on resignation for the value of any 'debit' flexi balance on your last day of duty. This adjustment is calculated by converting the debit hours into the nearest quarter day recreation leave eg, total debit of three hours = $\frac{1}{2}$ day recreation leave' to be deducted from the value of final pay. Payment will not be made for credit hours accumulated at time of resignation.

10. General

The following points should be remembered:

- i. Flexi leave is always subject to prior approval and the Commission's convenience;
- ii. Although officers will be given the maximum degree of flexibility in selecting their working hours, continual and substantial debit balances should be avoided.

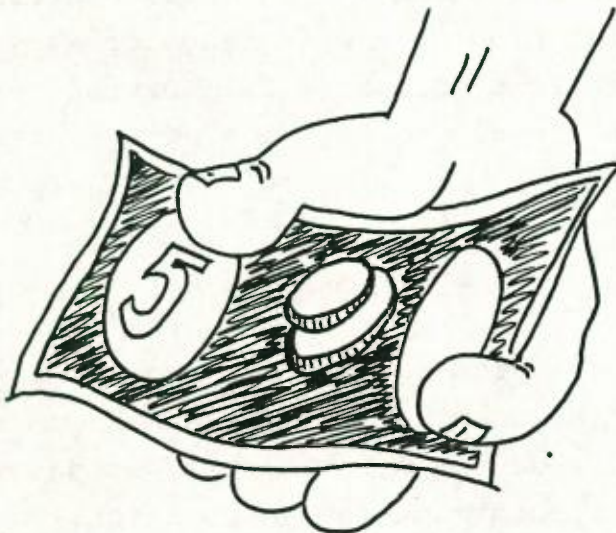


2.4 Remuneration

Salary rates are based on awards, agreements, or determinations of the Public Service Board. Details concerning such awards and agreements are freely available from the Personnel Section and it is in your interests to familiarise yourself with the details of your particular conditions.

When You are Paid

Paydays are alternate Thursdays. Your pay is deposited into an account of any trading bank or building society you nominate. You should arrange to be paid by advising the Salaries Clerk in writing and submitting the necessary details such as location of the branch and account number.



Deductions from Your Salary

The Commission is obliged to make certain compulsory deductions from your salary, such as taxation and superannuation (if applicable).

However, arrangements can be made for other deductions to be made if you so desire. Examples of voluntary deductions are:

Trade Union or association membership;

Credit Union;

Contributions to certain medical benefits and hospital contribution funds:

Premiums for life assurance and certain building and co-operative societies.

Credit Union

Both the Resources Credit Union and the State Government Employees Credit Union provide a wide range of services to investors. These services include: Bill-paying services, deposit plans, loans, legal and taxation advice, retirement investment plans, etc.

Increments

In most positions, provision is made for regular salary increases known as "increments" (up to the maximum rate for the particular position). Generally the increment dates from the anniversary of your appointment to the position, but where the rate paid to juniors is according to age, the increments are granted on birthdays.

Superannuation

The State Authorities Superannuation Scheme is designed to provide pensions and/or lump sum payments to contributors who reach the normal retirement age or retire owing to ill-health (or other reasons) at an earlier age.

Booklets explaining the Fund are available from the Personnel Section.

2.5 Leave Entitlements

Leave Applications

All applications for leave are made on a leave form which is available from your supervisor. Once completed, the form should be handed to your supervisor for forwarding to the Branch Head and then to the Personnel Section.

Recreation Leave

You are eligible for recreation leave, or annual leave as it is often referred to, at the rate of 20 working days each year. Recreation leave accrues at the rate of one and two-third days every month. You can accrue your leave up to a total of 40 days, any period accrued above that amount is forfeited unless you have special approval.



It is the policy of the Commission that all officers take two weeks recreation leave at one time at least once in the year. We will do everything we can to fit in with your leave arrangements. However, the taking of leave is subject to departmental convenience. You will no doubt appreciate that too many staff members cannot be allowed off at any one time. It is also desirable to organise your leave around non-peak workload periods so the work of your Section is not badly disrupted. The main thing to remember is to let us know at least four weeks prior to your leave commencing. If you are planning to be absent on a pay day you should complete a Pay in Advance form, which are obtainable from the Personnel Section.

Leave Loading

Leave loading is an amount equal to $17\frac{1}{2}$ per cent of four weeks ordinary salary or wages. The loading is paid on the first occasion on which an officer or employee takes sufficient recreation leave to permit him/her to be absent from work for at least two consecutive weeks after the 30th November in any year. Flexi days, public holidays etc, may be combined with recreation leave to entitle officers to payment of this loading.

The loading will apply only to leave accrued in the leave year ending on the preceding 30th November. If you have not been employed for the full leave year or have had more than five working days leave without pay during that year then only a proportion of the leave loading is payable.

In the event that a person does not take sufficient leave by the 30th November, the loading will be paid as soon as possible after that date.

Sick Leave

If you are sick, it is necessary for you to phone your supervisor, preferably before 9.30 a m and if it looks as though you will be away for more than one day, let us know so that we can plan for temporary help or redistribute your work load.

Full time staff are eligible to be granted fifteen days sick leave per calendar year. The maximum amount of paid sick leave that may be taken during the first three months of employment is five days unless absences are supported by medical certificates. Unused sick leave is fully cumulative.



A medical certificate is advisable to support any application for sick leave and is compulsory for absences in excess of three days. It should also be noted that excessive absences on sick leave are monitored by the Personnel Section.

Leave without Pay

Leave of absence without pay may be granted in certain circumstances. Usually, leave of this nature will affect incremental progression, sick leave credits, recreation leave and extended leave entitlements.

Under the State Authorities Superannuation Scheme, during any period of leave without pay in excess of five days personal superannuation contributions cease.

Initial queries on leave without pay should be directed to the Personnel section.

Extended Leave

Extended leave is an entitlement to all staff who have completed 10 years service:

The entitlement is as follows:

10 years service

Two months on full pay or four months on half pay.

An additional 15 days is granted for each completed year of service thereafter.

It is important to note that extended leave is based on calendar days NOT working days.

In special circumstances an officer or employee who has completed five years service as an adult but less than 10 years service may receive the monetary value of a proportionate amount of extended leave on resignation or retirement. These circumstances include resignation on account of illness, incapacity or domestic or other pressing necessity.

Other factors that affect extended leave are as follows:

- prior service with certain State or Commonwealth instrumentalities may count as service for extended leave purposes. In these cases, the Personnel section should be advised immediately of any previous service in order to determine eligibility;
- periods of leave without pay.

Special Leave

This type of leave is granted for various reasons such as attendance at Blood Banks, Civil Defence Work, final examinations in approved courses, graduation and naturalisation ceremonies, to name a few.

Short Leave

Short leave is granted for "emergency" situations, ie, illness in the family, deaths and funerals of immediate family, moving residence. These types of absences also require special approval and therefore require some substantiation.

Entitlement for Short leave is:

2¹/₂ days in any period of 12 months or
5 days in any period of two years.

The grant of short leave is normally restricted to one working day unless exceptional circumstances exist.

Maternity Leave

Female officers with 40 weeks continuous service are entitled to paid maternity leave and may return to work on a full-time or part-time basis depending on certain conditions being met.

The provisions and conditions of maternity leave are complex and a further explanation may be obtained from the Personnel Manager. It might be noted that the Commission encourages its female staff to return to work after maternity leave.

2.6 Higher Duties Allowances

Higher duties allowances are payable in cases where an officer is required to act in a higher graded position for a continuous period of five or more working days.

The opportunity for officers to act in higher graded positions shall be used for the development of all staff, taking into consideration the efficiency of the organisation and fairness to all staff members.

Staff selected to relieve in higher graded positions must be able to perform the main duties of the position during the period of relief.

Selection Criteria

Selection criteria is based on:

- . the prior development opportunities received by the officer
- . the experience to be gained by performing the duties
- . the availability of supervision and/or training.

The allowance is paid at the difference between the officer's current salary and the minimum salary of the higher position.

Depending on the level of work undertaken while acting in the higher position, the supervisor will recommend a percentage of the allowance to be paid. For example, if you undertake 75 per cent of the duties and responsibilities of the job you would be paid an allowance of 75 per cent of the difference between your salary and the minimum salary of the position you acted in.

Questions about higher duties allowances should be directed to your supervisor or the Personnel Section.

2.7 Overtime and Travelling Time

2.7.1 Overtime

Overtime is available to all officers required, in the performance of their duties, to work before or after usual working hours on a week day or weekends and who are required to work on Public Holidays.

It must be noted that approval of your supervisor is required prior to any overtime being worked.

Rates

The following overtime rates apply.

- | | |
|------------------|--|
| Monday to Friday | - rate of time and one-half for the first two hours and double time thereafter until duty ceases |
| Saturday | - rate of time and one-half for the first two hours and double time thereafter until duty ceases |
| Sunday | - rate of double time all day |
| Public Holiday | - rate of double time and a half (ordinary rates and a half in addition to officer's salary). |

Overtime is not paid for meal breaks. A meal break must be taken where in excess of five hours is worked.

An officer who works overtime on a Saturday, Sunday or Public Holiday shall be paid a minimum payment equal to three hours worked at the appropriate rate.

Time in Lieu of Payment

When an employee is required to work on a Saturday, Sunday or Public Holiday, the employee may, within two working days following working overtime, elect to take leave in lieu of payment for all or part of the entitlement in respect of the time worked.

Entitlements

- . Time in lieu of payment to be taken at the convenience of the Commission
- . Time in lieu shall be taken in multiples of a quarter of a day
- . The maximum period of time in lieu allowed in respect of any one period of overtime worked is one (1) day. The balance of time remaining must be taken as payment
- . Time in lieu shall be taken within three months of the date of approval by Personnel Section.

Conditions

- . Overtime is not payable for periods of less than one-quarter of an hour.
- . The maximum overtime rate paid is the maximum rate for Grade 8 Administrative and Clerical Division plus one dollar. The rate is paid for all overtime worked by officers whose salary exceeds that salary rate.

Meal Allowances

Commission officers who properly and reasonably incur expenses in obtaining a meal shall be paid the following allowances:

Breakfast

When required to commence work at or before 6.00 a m

Evening Meal

Officers working under flexible working hours scheme are entitled to an evening meal when required to work beyond 6.00 p m

Lunch

Officers are entitled to lunch on any Saturday, Sunday or Public Holiday where:

- (i) starting time is not later than 8.30 a m and the officer is required to work until or beyond 1.30 p m
- (ii) starting time is later than 8.30 a m and the officer is required to work until or beyond 2.00 p m.

2.7.2 Travelling Time to Perform Overtime

- (A) An officer required to be "called out", for example, on pollution surveillance work, is entitled to claim travelling time as overtime on, weekdays and weekends when call-out is from their place of residence.
- (B) Officers are not entitled to claim travelling time on weekends or public holidays where the overtime performed is undertaken at the officer's place of work.
- (C) Officers required to travel to work overtime away from their normal place of work are entitled to claim time spent travelling on weekends or public holidays on an hour for hour basis as Time in lieu.

Excess Travelling Compensation

When officers, in order to perform their duties, are required to travel outside their normal hours of duty (before 9.00 a m and after 5.00 p m), equivalent time off in lieu shall be granted for excess time occupied in travelling

Conditions

1. Saturday/Sunday

- only time spent travelling after 7.30 a m is counted.

2. Working Day (Monday-Friday)

- Time spent travelling before 9.00 a m
- Time spent travelling after 5.00 p m counts as travelling time
- Deductions shall be made from an officer's travelling time on any one day, of the time normally taken for the periodic journey from home to headquarters and return.

Further details are available from the Personnel Section.

2.8 Grievance Procedures

Introduction

While it is desirable that the working environment of any organisation be made free from situations which give rise to grievances, it is acknowledged that it is not always possible to achieve this ideal.

In order to ensure that any grievance is dealt with quickly and by the appropriate person(s), the Industrial Authority has developed a set of grievance procedures which are to be followed by all Departments. It is in the interests of all staff members, especially supervisors, to become familiar with these procedures.

Details of the procedures are located in Procedural Guide. A brief summary of the main points are as follows:

What is a grievance?

A grievance is defined as any type of problem, concern or complaint related to work or the work environment made by a staff member. Some examples are:-

- . unfair allocation of development opportunities such as special projects and job rotation;
- . indirect pressure from a supervisor not to appeal or utilise established procedures;
- . work allocation;
- . interpersonal conflicts, including supervisor-staff conflicts and co-worker conflicts or group victimisation of an individual worker;

- . lack of communication of work-related information;
- . sexual/sexist harassment, racial harassment, or harassment on the basis of disability;
- . work environment problems (eg, lighting, heating, chairs, equipment).

What steps do I follow when I want to raise a grievance?

- a) Firstly, you must determine the "Grievance Receiver" who can help you. You may go to any of the following persons who have been designated as "Grievance Receivers".....
1. Your immediate supervisor - all less serious grievances should be raised with your supervisor in the first instance unless there are special circumstances where you don't feel comfortable discussing the matter with this person.
 2. The Personnel Manager.
 3. The Manager Human Resources/EEO Co-ordinator.
 4. Spokeswomen, Women's Liaison Officer, Ethnic Liaison Officer.
 5. The Grievance Manager.

You are always free to take the matter to outside bodies such as the Anti-Discrimination Board, Unions, GREAT, the Industrial Authority, etc, but in the majority of instances the internal mechanism should be capable of dealing with your grievance.

At this stage your grievance may be made orally or in writing.

What happens when I take the matter to a grievance receiver?

The grievance receiver's role is to listen to your grievance, gather information, offer counsel and advice and explore whether further assistance is required.

This person will offer options that are available to you and define the particular category into which the grievance falls ie, a less serious or more serious grievance.

Specifically, less serious grievances are generally those

- . where the facts of the matter are accurately known or easily established; and
- . where the matter falls within the scope of the responsibilities of the grievant's supervisor; and
- . where the matter generates inconvenience and dissatisfaction rather than serious physical or emotional stress; and
- . where if validated the matter is not likely to lead to formal disciplinary action.

More serious grievances are generally those:

- . where the facts are strongly disputed and/or difficult to establish; and/or
- . where the grievance must be dealt with urgently; and/or
- . where the grievance is against the grievant's supervisor or beyond the scope of the supervisor's responsibilities; and/or
- . where the grievant suffers from serious physical or emotional stress: and/or

- . where the grievance arises due to repetition or continuance of unacceptable behaviour by the respondent despite past warnings and counselling; and/or
- . where if validated the matter is likely to lead to formal disciplinary action.

If it is a less serious grievance?

The grievance receiver has a check list of steps to follow in these circumstances.

The grievance receiver would discuss with you whether the matter is best resolved by:

- . action by you with counsel and support by the grievance receiver (eg, direct dealing with the person complained against, documenting further occurrences, discussion with co-workers, etc)
- . action by the grievance receiver where that person has some authority and capacity to act. (For example, your supervisor will have authority to take action within his/her section).
- . referral to someone else in which case the person may request the grievance receiver to assist or accompany them.

You should remember that the matter is entirely confidential and will not be discussed with or taken to any other person without your consent. If the grievance receiver feels unable to help you, this should be discussed with you within two working days in order to quickly ascertain the other options available.

It might be noted that in some circumstances it may be appropriate to nominate a mediator to assist staff members to

resolve their grievances. This process will require the consent of all parties and a written record will be prepared listing the outcome of the mediation.

All resolutions of these less serious grievances must be acceptable to all parties and within the authority of the grievance receiver. No records will be retained, except where these form part of the resolution.

If it is a more serious grievance?

If the grievance receiver determines that it is a more serious grievance (or you feel that it is plainly a serious grievance) you may lodge the matter directly with the Grievance Manager or the Department Head. The grievance can be made orally or in writing. Again, no action can take place without your consent (except in serious circumstances such as assault or death threats, etc, which may have repercussions to other staff members).

After assessing the grievance, the Grievance Manager will select a suitable person to conduct the investigation. This is to be done within two working days and you will need to indicate whether this person is acceptable to you.

You should be aware that there is a need to protect the rights of all parties in this process. A written summary of the grievance and of the intended method of investigation will be prepared by the person investigating the grievance after discussion with you. This summary will be submitted to the Grievance Manager who will keep you up to date with any steps taken.

If you make a complaint against an individual, that person will be informed that an investigation will take place, and your name disclosed, except in special circumstances approved by the Grievance Manager.

The person named in the grievance will be cautioned not to victimise the person who lodged the grievance.

On the other hand no judgement of the person complained against is to take place at this stage of the process.

The person assigned to investigate the grievance will interview all persons involved (including witnesses if any), and discuss options for resolution of the grievance with the person raising the grievance. He/she will ensure steps are then taken to resolve the matter, or recommend a course of further action and will provide a report to the Grievance Manager on whether the grievance was resolved and how. As discussed earlier it may be appropriate, subject to your consent, for a mediator to be nominated to help staff members to resolve their grievances.

Investigations and resolutions of grievances should be completed within four weeks unless there are special circumstances. Once completed all paperwork will be forwarded to the Grievance Manager who will destroy these records after five years.

It should be noted that if a breach of discipline has occurred, the matter will be referred immediately to the Director who will decide on what further action is to be taken. If a breach is proved, details will be placed on the person's personal file.

On what grounds will a grievance be regarded as being resolved?

A grievance will only be regarded as satisfactorily resolved where the outcome is fair having regard to:

- i) any damage or suffering sustained
- ii) the prognosis for the future
- iii) improvement in the immediate circumstances which gave rise to the grievance.

This means that the resolution of any grievance will as far as possible, incorporate arrangements to repair and make good any damage and distress suffered. In some cases it will not be possible to resolve the grievance and you will be informed if this is the case. It may be that you will wish to pursue other avenues outside the grievance procedures.

What if I want to withdraw the grievance?

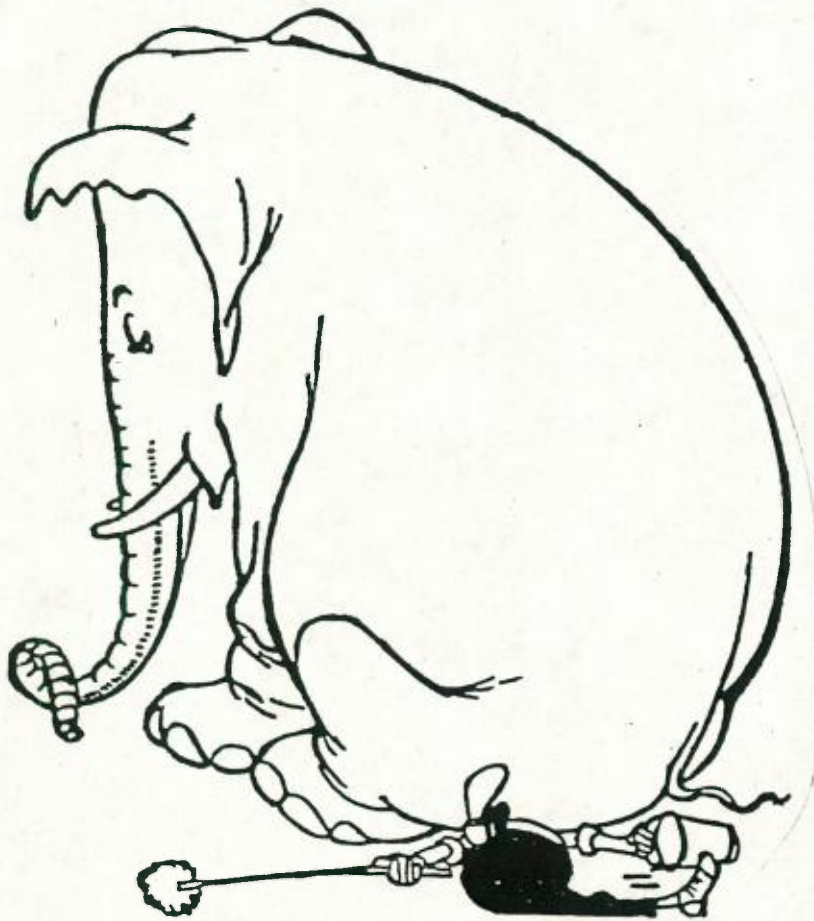
You can do this at any time, with the proviso that in the more serious cases a written request must be made.

If I need further information?

You may see your supervisor who will have a copy of the Board's guidelines. You can also see any of the grievance receivers eg, Personnel Officer, EEOC, etc, who can advise you further.

2.9 Workers' Compensation

You are covered by Workers' Compensation from the time you leave home on your normal journey to work, during working hours and lunch break and on your normal journey home. All accidents should be reported, even where no time has been lost. The necessary forms are available from the Personnel Section.



3. **EQUAL EMPLOYMENT OPPORTUNITY**

Commission Policy	3.1
English Language Training	3.2
Staff with Overseas Qualifications	3.3
Short Notes on EEO	3.4

3.1 Equal Employment Opportunity Policy

The unequal representation in Public Sector employment of women and members of racial minorities including Aborigines has been documented by a number of government reports. The Commission accepts that this unequal representation is very often the result of discrimination, both direct and indirect.

While much has already been done to improve this situation, the Commission has determined that more positive and active steps are to be taken to achieve the goal of equal employment opportunity within its own administration. Accordingly, all employment conditions and structures, personnel policies, management assistance and advice, recruitment and selection procedures and training and development activities will be constantly examined to ensure that they are consistent with equal employment opportunity principles.

The Anti-Discrimination (Amendment) Act, 1980, requires every government organisation to prepare and implement an equal employment opportunity management plan. The Act establishes the position of Director of Equal Opportunity in Public Employment. The Director is empowered to advise and assist Departments in drawing up and implementing their equal employment opportunity management plans, and is required to monitor and evaluate the efficiency of each plan and report annually to the Premier.

The Commission has developed and implemented an equal employment opportunity management plan and copies of it are available to all Staff. The Director of Affirmative Action will oversee the implementation of the plan with the assistance of the Equal Employment Opportunity Co-ordinator. However input from all Divisions and individual members of staff is absolutely essential if the plan is to be effective.

The Commission expects all officers to familiarise themselves with equal employment opportunity principles and to apply and implement them as part of their duties. Division Chiefs are responsible for ensuring that this occurs in their respective Divisions.

In summary, it is the Commission's policy that, in all areas of its administration and activities, the principles of equal employment opportunity are to prevail; and that planned and positive action will be taken to ensure the implementation of this principle.

3.2 English Language Training

If you are from a non-English speaking background and are having difficulty reading, writing or speaking the English language, special training courses are available to you. Courses are conducted by the Adult Migrant Education Service, the Department of Technical and Further Education and by other organisations. There are a range of courses available from intensive face-to-face courses to special project work aimed at addressing your specific needs.

Further information about this training can be obtained by contacting the EEO Co-ordinator.



3.3 **Staff with Overseas Qualifications**

If you have qualifications from another country then it is wise to have them assessed as to their equivalence to Australian qualifications (particularly if you intend applying for promotion).

The Ethnic Affairs Commission will assist you in having your qualifications assessed. You should contact the MHR or the Personnel Manager in the first instance.

3.4 Short Notes on EEO

These short notes deal with some of the most commonly asked questions about Equal Employment Opportunity. While a number of Staff Notices dealing with EEO policies and initiatives have been issued over recent years, it is probably time to repeat some of the 'basics' for the benefit of new staff.

What is Equal Employment Opportunity?

"EEO is a policy that all personnel activities will be carried out regardless of race (includes colour, nationality, ethnic or national origin), sex, marital status, physical or intellectual impairment or sexual preference".

"EEO refers to the right to be considered for a job for which one is skilled and qualified ... (it) is the operation of the principle of recruitment and promotion by merit".

Page 13 Affirmative Action Handbook
Review of NSW Government Administration, 1980

What is discrimination? (in terms of the Anti-Discrimination Act, 1977)

Discrimination, in terms of the Act, occurs when one person is treated less favourably than another in the same or similar circumstances for any of the reasons specified in the Act (ie, race, sex, marital status, physical or intellectual impairment, or sexual preference).

There are two types of discrimination - direct and indirect discrimination. Direct discrimination may be verbal, non-verbal or written. Direct, or overt discrimination occurs when a specifically directed policy or action treats one category of people less favourably than another. Direct discrimination, for

example, is demonstrated when an employer says - or by his/her action suggests that he/she will not employ, or promote, a member of a particular minority group.

Indirect discrimination, sometimes referred to as covert or systemic discrimination, occurs when the application of seemingly neutral policies and practices serve to disadvantage one group in relation to another. Some examples of this form of discrimination are: seniority systems, lack of access for wheelchairs, lack of maternity leave provisions and child care, etc.

The NSW Anti-Discrimination Act, 1977 addresses both types of discrimination.

How did EEO come about?

Equality is a fundamental ideal in all democratic societies and organisations. As such, various human rights initiatives have been pursued in many western democratic countries both through legislation and through administrative/managerial policy development.

In 1973 the Australian government ratified the International Labour Organisation (ILO) convention on discrimination in employment and occupation which signified a commitment to a policy of equal employment opportunity.

A major impetus to the NSW Government Policy on EEO was the Wilenski Review of the NSW Government Administration (commissioned in 1976). The review findings cited that women and other minority groups appeared to be clustered in low status, low paying jobs in the various departments and statutory authorities. Many areas of direct and indirect forms of employment related discrimination in the administration were highlighted in reports compiled by the review team as well as in reports by the NSW Anti-Discrimination Board.

On the basis of this information the NSW Government took immediate legislative and administrative action to attempt to eradicate discrimination and pursue a policy of equal employment opportunity. The legislative steps include the Anti-Discrimination Act, 1977 which addressed specified areas of discrimination and the Anti-Discrimination (Amendment) Act, 1980, which established the office of the Director of Equal Opportunity in Public Employment as well as making EEO the responsibility of all government departments.

What are the benefits?

The government maintains that equality of opportunity to enter government service is a legitimate right of all citizens of the state. In this sense equal employment opportunity is a matter of social justice. It is expected that the effects of achieving equal employment opportunity will improve morale on the basis that it represents a means of ensuring basic human rights.

In addition, the government reasons that where employment practices are based strictly on peoples' abilities to perform particular jobs the result is increased efficiency.

Moreover, it is argued that a policy of equal employment opportunity should foster a greater diversity of those participating in service to the public. The government believes that this increased diversity should increase the effectiveness of the administration as a more accurate and equitable representation of interests and needs and contribute to democratic policy and decision making.

What is affirmative action?

Affirmative action is the taking of positive steps by means of legislative reform and management programmes, in order to achieve demonstrable progress towards equal employment opportunity. These measures are more effective if they are co-ordinated in an affirmative action plan.

An affirmative action plan co-ordinates affirmative action programmes in the following areas of employment: recruitment; selection, training and development; promotion and transfer; conditions of service.

An affirmative action plan is based on the following principles:

1. Equality of employment opportunity is a matter of basic social justice.
2. There are two kinds of discrimination, namely, direct and indirect; both of these must be addressed if equal employment opportunity is to be achieved.
3. Past discrimination and its enduring legacy require redress in the form of (a) positive and active steps to eradicate discrimination and (b) remedial programs for members of groups who have suffered discrimination.
4. Improvements in equality of employment opportunity should be visible both in the outcome of selection and promotion procedures and in the redistribution of minority groups and women in personnel statistics.
5. Affirmative action programs should have specific goals and, where possible, numerical qualitative targets together with a timetable for their achievement. Programmes should be evaluated in terms of their redistributive effects and their success in regard to the nominated targets. This does not constitute proportionate hiring or quotas.

Why did the SPCC draw up an EEO Management Plan?

In april 1980 the Government passed the Anti-Discrimination (Amendment) Act making it the responsibility of all public service departments and authorities:

- "(a) to eliminate and ensure the absence of discrimination in employment on the grounds of race, sex and marital status (and later physical and intellectual impairment or sexual preference); and
- (b) to promote equal employment opportunity for women and members of racial minorities,"

The legislation specified in detail that this plan should include - "provisions relating to -

- (a) the devising of policies and programmes by which the objects of this Part are to be achieved:
- (b) the communication of those policies and programmes to persons within the authority;
- (c) the collection and recording of appropriate information;
- (d) the review of personnel practices within the authority (including recruitment techniques, selection criteria, training and staff development programmes, promotion and transfer policies and patterns, and conditions of service) with a view to the identification of any discriminatory practices;
- (e) the setting of goals or targets, where these may reasonably be determined, against which the success of the management plan in achieving the objects of this Part may be assessed;

- (f) the means, other than those referred to in paragraph (e), of evaluating the policies and programmes referred to in paragraph (a);
- (g) the revision and amendment of the management plan; and
- (h) the appointment of persons within the authority to implement the provisions referred to in paragraphs (a) - (g)."

Management plans are not a "one-off" event. The Act requires each department to report to the Director of Equal Opportunity in Public Employment once a year on -

- "(a) the activities and programmes undertaken -
- (i) to eliminate and ensure the absence of discrimination in employment on the grounds of race, sex and marital status (etc) and
 - (ii) to promote equal employment opportunity for women and members of racial minorities.
- (b) the results achieved by the activities and programmes referred to in paragraph (a), including redistributive effects in the workforce; and
- (c) the proposed activities and specific aims set for the year following the period to which the report relates."

How were the EEO strategies in the Management Plan developed?

Two questionnaire surveys were distributed to all staff in 1981. The initial questionnaire covered details relating to personnel data whereas the supplementary questionnaire dealt with opinions and observations of staff. The results of these questionnaires together with a detailed review of the Commission's Personnel policies and practices led to the development of the strategies included in the Commission's EEO management plan. These strategies were developed in consultation with the Commission's EEO advisory Committee and with advice from the Director of Equal Opportunity in Public Employment.

What were the significant results of the Questionnaires and the review of personnel policies and practices?

The statistics listed hereunder relate to the 1981 surveys only. The relevant page of the statistical report is listed and where a specific strategy has been developed this is also listed.

- The appointment rate of women in the Commission was much less than their application rates. That is, of the 938 applications made during the year ended 30 June 1981, 27.4% were from women; of the 55 appointments made during the year only 16.4% (9) were to women (page 77) (strategy 2.3).
- Of those applying for promotion males are much more likely to be interviewed than females (page 33) (strategy 2.3).
- In 1981 there were 47 women in the Commission. Of these, 36 (76.7%) were located in lower paying, lower status occupations of typists, stenographers and clerical assistants (page 8) (strategies 4.3 and 3.2).
- Questionnaire results indicate that persons of non-english speaking background (NESB) comprise only a small proportion of the Commission's workforce (13.7%) (page 10).
- Although female clerical assistants outnumber males, females are less likely to have attended PSB training courses and are much less likely to have been encouraged to obtain further training than male clerical assistants (pages 20-21) (strategy 3.7).
- Women from non-english speaking background are much more likely to have not attended training courses or been encouraged to attend training courses than NESB males and persons of English speaking background (pages 47-48) (strategy 3.7).

- 3.4 (Cont) -

- Women were much less likely to receive the public service notices than males (page 26) (strategy 5.2).
- All female professional and technical staff who responded to the survey (6) had not been given the opportunity of acting in higher positions and receiving Reg 10 allowances (page 24) (strategy 6.4).
- Persons of NESB are less likely to have acted in a higher position and are less likely to have been paid an allowance than persons of ESB (page 50) (strategy 6.4).
- Persons of NESB are more likely to have not been encouraged to apply for promotion (page 62) (strategies 3.1 and 3.2).
- 20% of all respondents considered that sex had a bearing on the opportunity to get a job (page 71) (strategy 2.3).
- 21.6% of all respondents considered that race or cultural background had a bearing on the opportunity to get a job (page 71) (strategy 2.3).
- Overall 6.5% of all staff had experienced some form of sexual harassment (page 72) (strategy 6.5).
- 44.9% of staff are interested in permanent part-time work or job sharing (page 73) (strategy 6.1).

Review of Personnel Policies and Practices

- There was no career or induction literature available and many staff were unaware of their conditions of employment or career structures (strategies 1.3, 5.4).
- There was no EEO awareness training for staff involved in recruitment and selection and the selection process was not standardised (strategies 2.3, 8.2, 3.1 and 2.4).

- There was no personal development scheme or method of reviewing the personal development of staff (strategy 3.4).
- There was no grievance mechanism (strategies 5.1 and 6.3).

It should be noted that much action has occurred in respect of the deficiencies outlined in this review.

As a supervisor, what are my EEO responsibilities?

Apart from their general responsibilities, a supervisor has a number of EEO responsibilities. The supervisor should monitor work areas for harassment or victimisation, check the allocation of tasks for unequal distribution and review the career development of all staff with particular attention being paid to females, person of NESB and aboriginals. These responsibilities are now included in the statements of duties for all supervisors in the Commission.

Why should EEO training be provided at all levels and in different formats?

Shouldn't there be one standard course for everybody?

EEO issues touch fundamental questions of attitudes, feelings and role behaviour. To achieve change, these must be approached slowly, gently and repeatedly. A one-off, never-to-be-repeated EEO exercise on training staff is not only unlikely to achieve major changes but may leave people with unanswered questions which crystallise as criticisms and opposition. A good staff development program will aim to provide all staff, over time, with EEO training in a series of contexts and to allow, within these courses, plenty of time for discussion and rehearsal of issues, even though, and especially because, the same ground must be covered repeatedly.

Proponents of EEO did not acquire their knowledge and conviction from one exposure to the idea. Such ought not to be expected of anyone else.

Why is it that in some EEO courses, only homogenous groups, ie, all-female or all-migrant groups, are invited to attend?

In EEO training, the age, sex, occupation and racial composition of participant groups must be given more serious thought than may be necessary for other courses. Awareness and skills workshops require a high level of trust and an environment in which expression of personal views and fears can be risked. Care must be taken, therefore, to bring together a group of participants who are not nervous and uneasy in each other's presence. Differences in the cultural backgrounds of participants, and the inter and intra-cultural barriers to interpersonal communication (eg, sex, race, etc) are factors which may interfere with consciousness-raising and skills training. These factors must not be ignored.

Willingness to express views on EEO issues is likely to vary with the majority or minority status of the individual. The Director of Equal Opportunity in Public Employment has observed, for example, that majority culture males are not usually deterred from voicing fears about and hostility towards equal employment opportunity even if confronted with a panel of experts in the area. They are, after all, expressing views held by many of their peers and they can expect support from some colleagues in the room. On the other hand, it is the experience of the Director and her staff, that in the presence of majority group members, women, persons of NESB and Aborigines, will be more likely to hold back their views in a discussion about EEO issues than if they are in groups excluding the majority culture and/or the dominant sex. Further, while it may be useful to encourage majority group members to listen to the views and experiences of women and people from other cultures, this aim cannot be met if these views are not expressed, nor should majority group needs be met at the expense of the learning needs of Aborigines, persons of NESB and women.

What is sexual harassment?

Sexual harassment has been defined by the Public Service Board (Notices of 11th March 1981) as follows:

"Sexual harassment does not refer to occasional compliments. It refers to behaviour which is not welcome, which is personally offensive, debilitates morale, and interferes with the work effectiveness of its victims and their co-workers. Sexual harassment may include actions such as:

- . sex-oriented verbal 'kidding' or abuse;
- . subtle pressure for sexual activity;
- . physical contact such as patting, pinching or constant brushing against another's body;
- . demands for sexual favours, accompanied by implied or overt promises for preferential treatment or threats concerning an individual's employment status.

It is possible to occur at two levels: among peers or co-workers, or at the supervisory level."

At the present time, few officers in the Commission have had experience in the investigation and resolution of sexual harassment complaints. Whenever such a complaint is made, supervisors must seek the advice of the EEO Co-ordinator, or the Director of Affirmative Action, before proceeding.

For further enquiries about the EEO Management Plan feel free to contact the EEO Co-ordinator.

4. CAREER DEVELOPMENT

Training and Development	4.1
Study Time	4.2
Short Courses	4.3
Other ways of Gaining Experience and Skills	4.4
Clerical Careers (for staff currently in limited career occupations)	4.5
Career Counselling	4.6

4. CAREER DEVELOPMENT

Your career in the State Pollution Control Commission and the Public Service as a whole, really depends on you and how far you wish to advance.

Promotion is based on 'Merit' as defined in Section 25 of the Public Sector Management Act, 1988.

In this Section 'Merit' is defined as:

- (a) the nature of the duties of the position, and
- (b) the abilities, qualifications, experience, standard of work performance and personal qualities of those persons that are relevant to the performance of those duties.

Vacant positions are advertised in the Public Service Notices and competitive interviews are conducted. Presentation at interview is also an important factor in the selection process.

Equal Employment Opportunity (EEO)

EEO is covered in detail in another section, however, as it has a major impact on your career development it is stressed again here.

The Public Service has a policy of Equal Employment opportunity. Briefly, this policy states that a person's race, sex, marital status, physical or intellectual impairment or sexual preference should not reduce their chances of employment, promotion or in the provision of conditions of employment or training opportunities.

4.1 Training and Development

To get the skills and experience required to become the most 'efficient' applicant for a vacant position, you will need to have taken appropriate steps well beforehand.

That is, you will need to take steps to develop yourself. The Commission will, however, help you to achieve this goal because it has a policy of human resources development. The Commission provides assistance in the form of study assistance, training courses, work experience, etc, so that you can gain the proficiency and qualifications necessary for the effective performance of your duties now, as well as for future positions you might hold. The forms of assistance provided and the means of improving your skills and experience are briefly discussed, as follows:



4.2 Study Time

Study time is granted to officers and employees undertaking certain approved tertiary courses.

Study time is granted for the following purposes:

- (a) Attendance at compulsory lectures, tutorials or residential schools, etc, where these are held during working hours;
- (b) Travelling during working hours necessary to attend lectures, tutorials, etc, held during or outside working hours;
- (c) Weekly private study;
- (d) To provide a period of time off prior to or during the examination period for private study purposes as an alternative to weekly study time.

Should you be interested in undertaking a course, firstly contact the Training Officer to determine whether the course is approved for the grant of study time. If so, you should submit an 'Application for Study Time' form for consideration by your branch head and Division Chief. The application should be supported by enrolment information and class timetables.

The Training Officer is responsible for reviewing all applications for study time and advising of approvals.

Should you have any specific queries please do not hesitate to contact a member of the section.

4.3 Short Courses

4.3.1 INTERNAL SHORT COURSES

The Human Resource Branch offers a wide range of internally run courses for staff to improve job related knowledge and personal skills.

Examples of courses that are offered from time to time include:

Staff Selection Workshop, Job Seeking Workshop, Writing Skills Course, Induction Course, Presentation Skills Course, Negotiating Skills Course, Management Skills Course, etc.

These courses are usually advertised by Staff Notice or the STEPS (Staff Training, EEO and Personnel snippets) Newsletter and are open to all staff to nominate subject to the concurrence of their supervisor.

4.3.2 SHORT COURSES - EXTERNAL

There are a wide range of courses offered by external organisations which may be relevant to your work and for which your Division is willing to pay the fee for you to attend. For example, courses are conducted by the Industrial Authority (see advertisements in the Public Service Notices); management and specialist courses are conducted by Universities/CAE's etc and various courses are offered by private training companies and scientific/engineering organisations. All nominations for these courses should be made on the 'Request to attend an external course' form available from your Branch Clerk or the HRM/EEO Officer.

4.4 Other Ways of Gaining Experience and Skills

Apart from attending courses there are other means of improving your promotional prospects, as follows:

Ask for special projects or more responsible work

Once you are doing your job well and feel that you have it under control, ask your supervisor if there are any special projects or more responsible work that you could do to get broader experience. For example, if you haven't had much experience writing letters, reports etc, ask to do some of these and ask your supervisor for constructive criticism.

Higher duties

Again, once you are well in control of your own job, you might ask your supervisor if you could act up in a more senior position should a temporary vacancy arise in your section. Details higher duties allowances are in another section of this booklet.

Interview skills

You will need to practice and improve your interview presentation skills in order to help your promotional prospects.

Job rotation

The Commission has a job rotation programme which allows all staff to nominate to gain experience in different sections for minimum periods of six months. If you are interested in participating please see the Manager Human Resources.

Committee experience

You can gain a variety of skills by nominating to sit on selection committees, departmental committees, union committees, spokeswomen committees, and attending other meetings.

4.5 **Clerical Careers**

(for staff currently in limited career occupations)

People who are employed in the service and are interested in a career as a clerk have a number of options:

If you have a Higher School Certificate at an acceptable standard or have obtained equivalent qualifications you can do the Clerical Entrance Examination. This examination is designed to test your ability and skills for clerical work but does not require any special study.

If you don't have the qualifications you can still do the examination provided you have had three years satisfactory service and are over 22 years of age. This is called mature age entry.

Finally you can apply for any graded position advertised, provided you meet the qualifications stated in the advertisement.

4.6 **Career Counselling**

If you require guidance as to how to prepare yourself for promotion or what course of study to undertake, feel free to contact the Human Resource/EEO Manager or the Personnel section. They will be only too happy to assist you.

5. OCCUPATIONAL HEALTH AND SAFETY

Policy and Guidelines for Staff	5.1
RSI and YOU	5.2
Fire and Emergency Procedures	5.3



5.1 Occupational Health and Safety - Policy and Guidelines for Staff

It is the policy of this Commission that every employee shall be provided with a safe and healthy place in which to work. To this end, every reasonable effort will be made in your interest in the fields of accident prevention, fire protection and health preservation.

The Commission has prepared a set of guidelines on occupational health and safety for your use. This set of guidelines has also been endorsed by the Commission's Workplace Occupational Health and Safety Committee. This Committee comprises employer and employee representatives, and is set up according to the provisions of the Occupational Health and Safety Act, 1983.

The guidelines are brief, however they cover most of the conditions or events at work that could affect an individual's health and safety. Nevertheless, individuals should not hesitate to contact the Commission's Safety Co-ordinator for further advice.

The Commission appreciates the co-operation of all its employees in upholding a high standard of occupational health and safety.

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1. RESPONSIBILITY

Occupational health and safety is a joint responsibility of employer and employees. Under Section 15 of the Occupational Health and Safety Act 1983 (the OHS Act), employers are obliged to ensure the health, safety and well being of all employees at work. Employees are required, both in their own interests and the interest of their fellow workers, to co-operate with employers with respect to occupational health and safety matters under the provisions of Section 10 of the OHS Act.

2. OCCUPATIONAL HEALTH AND SAFETY COMMITTEE

The Commission's Occupational Health and Safety Committee was established according to the provisions of Section 23 of the OHS Act and Clause 4 of OHS Regulation. The purpose of the Committee is to provide a forum for employer and employees to discuss matters relating to health and safety issues. The Committee could review all matters concerning health and safety, and subsequently the Committee could advise the Commission accordingly. Employees should contact their representatives on the Committee for matters concerning health and safety at work. Employees could also seek advice from the Commission's Safety Co-ordinator.

3. GUIDELINES ON OCCUPATIONAL HEALTH AND SAFETY

These guidelines set out recommendations which could be adopted by management and staff in the Commission to achieve healthy and safe working conditions. The guidelines would be applicable to most conditions or events at work. Readers should refer to the reference documents listed in the Appendix, or contact the Safety Co-ordinator for further information.

3.1 Workplaces

The Commission's staff work in a variety of conditions, eg, ranging from industrial premises, roadsides and rural areas. For those inspecting industrial premises, they are obliged to follow all safety instructions from owners of the premises. If the workplace is potentially hazardous, it would be prudent to work in pairs, and use appropriate personal protective equipment. By working in pairs, the observer could alert the emergency service if an accident occurs.

Specific recommendations for various workplaces are outlined as follows:

3.1.1 Working in the vicinity of traffic ways

- Provision of appropriate types of warning signs, markers and protective clothing.
- Revision of road signs to ensure that traffic is diverted from, or prevented from entering, the work zone.

3.1.2 Access to confined spaces

Confined spaces such as stormwater channels and tanks are potentially hazardous because toxic gases could readily be built up to a dangerous level. To avoid accidents, these sites should be approached with care. If necessary, staff should use appropriate personal protection equipment. Moreover, an observer outside the hazard zone might also be necessary.

3.1.3 Office environment

- Emergency lighting - Emergency lighting to be provided to ensure the safety of all persons in the workplace and to permit safe evacuation.

- Emergency exits - The number, size and position of emergency exits to be sufficient to enable all persons in the workplace to quickly reach places of safety in an emergency.

3.1.4 Laboratory environment

Staff should wear appropriate protective clothing and be provided with appropriate safety training. Other sections of the guidelines could be referred to for specific safety measures.

3.2 Machinery and Equipment

Operators should be familiar with correct operating techniques before using any machinery and equipment. All machinery and equipment would need to be properly installed, operated and maintained.

3.3 Handling of Materials

Manual handling injuries are sustained most frequently during the lifting or setting down of loads. They also occur in the carrying, stacking and wheeling of loads. The most effective means of reducing injury is to use mechanical aids when available and reducing the volume and weight to a reasonable limit.

3.4 Exposure to Harmful Chemicals

Chemicals and toxic materials could be encountered during field investigations by Commission staff.

The principal hazards are poisoning and fire, which are described as follows:

- (i) Poisoning - Poisoning can be caused by absorption through the skin, by inhalation of fumes or dust, by splashes in the eyes or, less commonly, by ingestion of the chemical.

Absorption through the skin can be more common than assumed since some chemicals can readily pass through healthy, unbroken skin into the bloodstream.

Inhalation can allow fumes, vapours or dust to pass quickly into the lungs and hence, sometimes, into the bloodstream and to specific organs, eg, liver.

Ingestion is the least common form of accidental poisoning and can be caused by eating with contaminated hands.

- (ii) Fire - Many chemicals are fire risks. Others become so if they decompose. Some give off toxic fumes as a result of the heat of a fire. The consequences of fire can be particularly severe in areas containing large quantities of chemicals.

To prevent exposure to chemical hazards field staff should follow all safety instructions from owners of premises. Appropriate protective personal equipment and clothing should also be used if necessary.

3.5 Fire and Explosion

People may be at risk during an emergency because their behaviour is unpredictable. Some situations can be foreseen, and repeated training can change a person's response to a fire, bomb threat, or other emergency.

This section gives a very brief outline of what to consider for effective fire and explosion control. Reference should also be made to the appropriate Commission emergency procedures.

3.5.1 Common causes of fire and explosion

Many common liquids give off flammable concentrations of vapour in the air without being heated - sometimes at well below room temperature. Gases are commonly stored in pressure vessels; in some cases greater pressure is used to liquefy some or most of the gases. Even a small hole in pressure vessels could release a large quantity of gases in the work environment.

Electrical faults, such as short-circuits and earth faults, and misuse of electrical equipment are high on the list of fire causes.

Explosive atmospheres may occur when flammable gases, vapours of flammable liquids, or explosive dusts are present.

An explosion is likely to occur if sources of ignition are also present. The sources of ignition could be naked flames or electrical faults.

3.5.2 Prevention measures

Prevention measures could include:

- (a) regular emergency evacuation drills;
- (b) provision of adequate firefighting equipment and services;
- (c) preventative maintenance;
- (d) monitoring of atmosphere concentrations of certain gases and dusts if necessary;
- (e) control of work by contractors;
- (f) frequent and regular inspections by fire safety personnel;
and

(h) good housekeeping.

3.6 Vehicle Operation

Vehicle accidents could cause serious personal injuries to staff, as well as substantial financial loss for the Commission.

All drivers should ensure vehicles are in safe operating condition before their use. Moreover, consideration should be given to voluntary employee participation in defensive driving, either of an in-house nature or by utilising programmes provided by outside organisations. Such programmes would be of most benefit to younger drivers whose exposure to risk is usually greater and those with poor driving records.

3.7 Working at Heights, on Boats and Underwater

Safety belts or other adequate means of protection should be provided for persons working at heights where it is not practicable to provide a safe foothold or adequate guarding.

For those working on boats and underwater, all relevant safety regulations and precautions should be observed. Moreover, an observer with adequate first-aid training could be provided if necessary. The observer should be able to contact appropriate medical services should an emergency occur.

3.8 Personal Protection Equipment

Personal protective equipment shall be provided and worn where:

- (a) hazards cannot be otherwise prevented or suitably controlled, eg, by engineering or administration controls;
- (b) complete protection is essential, eg, in some occupational environments with uncertain levels of hazards; or
- (c) legislation requires it.

3.8.1 Selection

Incorrect selection of personal protective equipment could lead to needless injuries or even fatalities.

Accordingly, it is always necessary to:

- (a) identify the hazards and circumstances of the particular work;
- (b) consider the characteristics and performance capabilities of protective equipment most suitable for each application; and
- (c) ensure that the sizing of the protective equipment is such that the efficiency of the device is not reduced by inadequate 'fit' or interference, eg, from facial hair.

3.8.2 Correct use

Even after correct selection, there are many considerations necessary to ensure the safe use of personal protective equipment. These considerations include the following:

- (a) Fitting - Correct fit is usually a prerequisite for the correct operation of personal protective equipment, eg, respiratory protective equipment requires a good facial seal.
- (b) Instruction and training - It is essential that wearers be taught the correct way to use the protective equipment. Instruction should at least cover recognition of the need for the equipment, its basic design principles, its applications and its limitations. In particular, any limit on the duration for which the equipment may be used should be thoroughly explained.

Safe working practices to be followed in circumstances where protective equipment is being used must also be the subject of comprehensive instruction.

- (c) Correct maintenance - Inadequate maintenance of personal protective equipment can directly contribute to injury and even death of a wearer.

3.9 Repetitive Strain Injury (RSI)

To minimise RSI incidence, work stations should be ergonomically designed and regular rest breaks should be taken by operators. The most beneficial effect of a rest break to an operator is achieved by exercising those muscles (neck, shoulders and arms) which have restricted movement. The following action in relation to work organisation is also recommended:

- Attention should be paid to organising the task so that, where possible, the requirement for staff to operate keyboards will be interspersed with some other duties.
- Where it is not possible to intersperse the keyboard operation with other tasks, a 10 minute rest break every hour could be taken.
- Rest breaks are not to be accumulated.

Any operators who feel that they are affected by RSI should contact their supervisor or the Safety Co-ordinator for remedial action.

RSI AND YOU

RSI *and* YOU

Some Basic Principles

Contents:

What is RSI?
What Causes RSI?
Delayed Reporting
If You Suspect That You May Have RSI . . .
Your Rights and Responsibilities
Further Advice

WHAT IS REPETITION STRAIN INJURY (RSI)?

RSI is . . .

RSI covers three types of injury which are caused by continuous and/or prolonged overuse activity (including repetitive tasks), involving both static and dynamic muscle loading.

- Static muscle loading is necessary to maintain a fixed position (e.g., the arm held in the position required for keyboard work).
- Dynamic muscle loading is required to perform the task (e.g., movement of the wrist and fingers necessary to operate the keyboard).

Types of Injuries

Rapid Movement Injuries: caused by repeated rapid movements (not necessarily involving heavy loads or extensive duration). Tenosynovitis, tendonitis and epicondylitis are the most common types.

Static Load Injuries: caused by maintaining unsupported limbs in a fixed position, e.g., working with arms elevated at the shoulder and incorrect posture. This type of injury is found generally in the shoulder and neck region. Tendonitis and peritendonitis are the most common forms, along with general muscle strain injuries.

Forceful Movement Injuries: This type of movement may occur only several times a day, but ineffective use of muscles, due to poor work design coupled with the exertion, may contribute to any injury such as ganglion or epicondylitis.

The Three Stages of RSI

All of these injuries may progress through three distinct stages or degrees of severity which can be categorised according to the reversibility of the injury.

- Stage I Early, reversible. Duration — usually weeks.
Aching and/or fatigue of the affected limb occurring during the work shift. Symptoms settle overnight and on days off. No significant reduction of work performance. Usually no physical signs.
- Stage II Reversibility: reasonable, if treated early. Duration — usually months.
Recurrent aching and fatigue occurring shortly after start of work shift and persisting longer. Reduced capability for repetitive work. Physical signs may be present.
- Stage III Reversibility: poor. Duration — months to years.
Persistent aching, fatigue and weakness at rest and pain with non-repetitive movements. Inability to perform less arduous or light duties. Difficulty with household and other physical tasks unrelated to work.

WHAT CAUSES RSI?

The following factors, singly, but usually in combination are likely to be present in tasks which cause overuse injuries:

Workplace Design

e.g., high noise levels, unsatisfactory visual/thermal characteristics, can lead to poor work postures and increased muscle tension

Design and Maintenance of Equipment resulting in:

- poor work posture
- a high degree of static muscle load in trunk, shoulders and arms
- performance of work against gravity
- use of excessive force

Stress

Psychological or emotional, leading to muscle loading and inefficiency

Work Organisation (incl. Job Design) e.g.,

- high rates and prolonged repetitive movement without adequate work pauses
- bonus and overtime incentive schemes (which encourage rapid or sustained movement)
- poor distribution of workload
- monotonous tasks or set work rates leading to increased muscle tension
- lack of training in the task and use of equipment

DELAYED REPORTING

Staff are sometimes reluctant to report symptoms for a variety of reasons. These reasons may include:

- lack of information or misinformation about symptoms and/or their significance
- financial pressure; fear of losing job
- fear of being a burden to co-workers, management, and to family and friends. This may be associated with a fear of the attitudes of those persons
- a language barrier or other problems in communicating with supervisors, and/or other members of the organisation.

These difficulties are understandable.

However, the clear benefit of early reporting of symptoms (along with accurate diagnosis and effective management) is that an opportunity is then available to arrest a condition which, if left untreated for a prolonged period, will deteriorate to a stage when medical intervention is ineffective and rehabilitation virtually beyond reach.

IF YOU SUSPECT THAT YOU MAY HAVE RSI . . .

The effective treatment of RSI, which requires co-operation between health professionals, management and staff, lies in early diagnosis, appropriate management and comprehensive preventative action.

Initial Procedure for Reporting Suspected Cases of RSI

- Report any suspected symptom of RSI to your supervisor or to the nominated contact person in your organisation as soon as possible.
- Seek authoritative medical advice.
- Before this visit, your supervisor (and/or other staff) may prepare, in consultation with you, a brief statement and questionnaire to be presented to the doctor, outlining the nature of your current work, possible modifications to this work, and some alternatives for temporary reassignment should this be necessary.
- Your supervisor may arrange for some immediate modification of your duties or work environment to prevent aggravation of the injury.

YOUR RIGHTS AND RESPONSIBILITIES

Your Rights

- To obtain authoritative medical advice
- to receive co-operation from your employer in the course of treatment determined
- to take pauses from continuous repetitive work, in accordance with the Board's policy (see P.S.B. Notices: No. 268, 13 February, 1985)
- to be fully consulted on any significant proposed change to your employment conditions and/or work organisation
- to utilise the medical appeals procedure, if necessary
- to apply for workers' compensation for your injury; and if claimed, the right to have your application processed by your employer within 7 days of receipt.

Your Responsibilities

- To report to your supervisor any work practices or other working conditions which you believe to be harmful to your health and/or safety; and to comply with any reasonable preventative measures instituted by your employer
- to report any suspected symptom of RSI as soon as possible
- to seek medical advice about such symptom
- to co-operate fully in the programme of rehabilitation determined by the health professional(s), management and yourself
- to consider and utilise the information and training that is made available by your employer on RSI, and its prevention and management.

FURTHER ADVICE

Further information on the material contained in this document may be found in the Board's "Procedures for the Management of Repetition Strain Injury". You should contact your supervisor or the nominated contact person on RSI matters in your organisation to obtain a copy of this document.

5.3 Fire and Emergency Procedures -Head Office

The Commission has in place a fire and emergency evacuation procedure for its Head office at 157 Liverpool Street, Sydney.

The procedure was established some time ago to assist in the orderly evacuation of our floors in the building if ever the need should arise. Notice boards on each level indicate the current names and telephone numbers of staff assigned to emergency duties, and staff are requested to familiarise themselves with the board locations on their particular floors.

Officers are also reminded about the need to note their absences from the building in a diary kept by each floor receptionist. Amongst other things these diaries assist wardens with a roll call following an evacuation and in turn may assist the Fire Brigade in determining that all floors have been cleared.

REMEMBER, EACH OFFICER HAS A PERSONAL RESPONSIBILITY TO KNOW WHAT TO EXPECT AND WHAT TO DO IN AN EMERGENCY. IF SUCH INFORMATION IS NOT KNOWN BEFOREHAND, ATTEMPTS TO FIND OUT WHEN AN ACTUAL EMERGENCY OCCURS, RENDERS THAT PERSON A LIABILITY ON FELLOW OCCUPANTS OF THE BUILDING.

PROCEDURES TO FOLLOW FOR EMERGENCY EVACUATION

The most common reasons to evacuate the building would be fire, explosion or bomb scare. Please take note of the following general information:

1. if you are the first to become aware of the situation, immediately NOTIFY the closest Floor Warden or Deputy Floor Warden

OR

if they are not nearby, ring the switchboard operator (dial 9) and notify the emergency.

2. ALERT others in the immediate area in a CALM way.
3. OBEY INSTRUCTIONS of Floor Wardens and Deputies.
4. DO NOT TRY to collect PERSONAL BELONGINGS - time saved could save you.
5. DO NOT USE LIFTS as you could be trapped in them by power failures, etc.
6. PROCEED TO THE FIRE ESCAPE STAIRS if told to evacuate.

Floors 4 and 6 use WEST stairs near lifts.

Floors 3, 5 and 7 use EAST stairs furthest from lifts.

Any variation on this will be on direction of Floor Warden.

7. Move down stairs AT AN ORDERLY PACE - remember, PANIC CAUSES INJURIES.
8. FOLLOW THE EVACUATION ROUTE to the Assembly area.

9. STAY IN ASSEMBLY AREA FOR ROLL CALL because otherwise a search will be started for you.

Some other pointers:

FIRE - if there are no fire-party staff nearby and you feel confident of what to do, you can try to extinguish or control the fire. USE COMMON SENSE in what you do.

- DO NOT TOUCH fire sprinkler control valves, the fire brigade will do that.

BOMB SCARE - if you happen to answer the phone, find out as much information as you can (WHERE, WHEN, WHO) to assist police.

6. **FACILITIES AND SERVICES**

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6. **FACILITIES AND SERVICES**

6.1 **Industrial Associations**

Industrial Associations exist primarily for the purpose of obtaining better salaries and conditions for their members. Brochures are readily available from the Personnel Section outlining the benefits of each Association.

6.2 Problems

It is probable that in the course of your employment, problems may arise; worries arising from private problems, fellow officers, financial difficulties, sickness, accommodation etc. We are prepared and willing to help you. First consult your supervisor. Tell your story and in many cases a simple talk and explanation can remove the cause of anxiety. In circumstances where your supervisor is unable to help you, the Personnel Manager is available to discuss any problems.



Your supervisor is, of course, entitled to know where you are and his/her permission is necessary before you leave your place of employment during working hours. You need not, however, discuss the nature of your business but simply ask him/her to arrange an appointment for you.

In all cases your confidence will be respected and you will be assisted wherever possible.

6.3 **Suggestion Scheme**

The Commission welcomes constructive suggestions for better work methods. Awards are made to officers where worthwhile suggestions are implemented. Further information in this regard may be obtained from the Personnel Section.

6.4 Public Service Notices

These notices are issued each Wednesday and are to be sighted by all members of staff.

They consist of four separate sections:

1. Information

Items of general interest to all staff members.

2. Administration

This section deals with matters affecting the administration of the public service generally eg, new awards, determinations, etc, courses approved for study-time, efficiency examinations, etc.

3. Vacancies

All positions currently being advertised are listed in this section. Officers possessing the qualifications called for in these advertisements are eligible to apply.

4. Appointments

This section lists all appointments to vacant positions throughout the service. Officers may appeal against the appointment of another officer to vacant position within 21 days of the date of publication of the appointment in this section.

6.5 Departmental Spokeswoman

The Commission has spokeswomen for Head Office and Lidcombe.

The role of each of the spokeswomen is as follows:

1. To actively encourage women to reach optimum potential, especially in the workforce.
2. To encourage women to seek job advancement, particularly in areas of work in which they have been reluctant to take part, but in which they have a suitable background, or qualifications.
3. To assist the development of an attitude which will foster career opportunities for women.
4. To act as a communications network through which the aspirations and needs of women can be identified and developed, especially within the work situation.
5. To initiate with the appropriate agencies, and assist in the establishment of, affirmative action programmes for the career and personal development of women.
6. To act as reference points in matters of equal opportunity and career development by referring women to individuals or organisations and agents most appropriate to their needs, advising and supporting them where necessary.
7. To promote general awareness of the problems relating to women's employment in order to break down attitudinal barriers to the development of equal opportunity for women in the workforce.
8. To collect and disseminate information relevant to women.

6.5 (Cont) -

9. To promote the participation of women in the decision and policy making processes at all levels.

6.6 **Ethnic Liaison Officer**

This officer is responsible for providing liaison services for persons of non-english speaking background in the Commission. The officer liaises with the Ethnic Affairs Commission and other agencies and is available to discuss services available or specific problems.

6.7 **Personal Files**

A personal file is kept on each officer/employee. These files are kept in the Personnel Section and include papers relating to employment, permanent appointment, workers' compensation, etc. Any officer/employee is able to peruse their personal file provided prior arrangements are made with the Personnel Manager.

6.8 Personnel Services

The Personnel Section is primarily concerned with the recruitment and induction of staff, together with administering conditions of employment, salary adjustments and award provisions. Other services provided include career guidance, study assistance information and advice on any matters which may be causing concern.

Should you have any problems in these areas, feel free to contact the Personnel Manager, or members of the section. These officers are there to help you.

6.9 Change of Address

If you change your address, please let us know. In cases of emergency your address, telephone number and the name of a person to contact could be of vital importance.

