

**REGISTER OF  
ENTERPRISE AGREEMENTS**

**ENTERPRISE AGREEMENT NO:** EA11/11

**TITLE:** Campbelltown City Council Managers' Salary System and Performance Management Enterprise Agreement

**I.R.C. NO:** IRC11/1127

**DATE APPROVED/COMMENCEMENT:** 1 July 2011 / 1 July 2011

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**COVERAGE/DESCRIPTION OF**

**EMPLOYEES:** The agreement applies to all employees employed by Campbelltown City Council employed as Managers referred to in Schedule 1, located at 91, Queen St, Campbelltown NSW, who fall within the coverage of the Local Government (State) Award 2010.

**PARTIES:** Campbelltown City Council -&- the New South Wales Local Government, Clerical, Administrative, Energy, Airlines & Utilities Union, The Development and Environmental Professionals' Association, The Local Government Engineers' Association of New South Wales

CAMPBELLTOWN CITY COUNCIL  
MANAGERS' SALARY SYSTEM AND  
PERFORMANCE MANAGEMENT

ENTERPRISE AGREEMENT  
2011

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**CAMPBELLTOWN CITY COUNCIL MANAGERS' SALARY SYSTEM AND PERFORMANCE MANAGEMENT ENTERPRISE AGREEMENT 2010**

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## **PART 1 – APPLICATION AND OPERATION OF THIS AGREEMENT**

### **1. TITLE**

This Agreement is the Campbelltown City Council Managers' Salary System and Performance Management Enterprise Agreement.

### **2. DEFINITIONS**

In this Agreement, unless the contrary intention appears:

**Act** means the *Industrial Relations Act 1996* (NSW) unless otherwise specified.

**Agreement** means the Campbelltown City Council Managers' Salary System and Performance Management Enterprise Agreement.

**Award** means the *Local Government (State) Award 2010* or its successor.

**Council** means the Campbelltown City Council. This definition will be read subject to the allocation of responsibilities as specified in the *Local Government Act 1993* (NSW).

**Commission** means the Industrial Relations Commission of New South Wales.

**Days** means calendar days unless otherwise specified.

**General Manager** means a person appointed in accordance with section 334 of the *Local Government Act 1993* (NSW) to discharge the duties and responsibilities of the office of general Manager as set out in section 335 of the *Local Government Act 1993* (NSW) and such other duties that Council may delegate to the general Manager. When carrying out these duties, the general Manager is acting on behalf of Council.

**Superannuation contribution** means all contributions to a complying superannuation fund, and includes (without limitation) any superannuation contributions required to be made under the *Superannuation Guarantee (Administration) Act 1992* (Cth), Defined Benefit Scheme and any additional superannuation contributions made by way of salary sacrifice. Complying superannuation funds has the same meaning as in the *Superannuation Industry (Supervision) Act 1993* (Cth).

### **3. DATE AND PERIOD OF OPERATION**

This Agreement will operate from the date approved by the Commission and will remain in force for a period of three (3) years.

#### **4. PARTIES**

- 4.1. The parties to this Agreement are
- (a) the Council; and
  - (b) the *Development and Environmental Professionals' Association (depa)*; and
  - (c) the *New South Wales Local Government, Clerical Administrative, Energy, Airlines & Utilities Union (USU)*; and
  - (d) the *Local Government Engineers Association of New South Wales (LGEA)*.
- 4.2. The Agreement will cover all employees employed by the Council as Managers referred to in Schedule 1.
- 4.3. Where Council creates any new position within Council's organisation structure at the level of Manager the position will be incorporated into this Agreement.

#### **5. ANTI-DISCRIMINATION**

- 5.1. It is the intention of the parties bound by this Agreement to seek to achieve the objective in section 3(f) of the Act to prevent and eliminate discrimination in the workplace. This includes discrimination on the grounds of race, sex, marital status, disability, homosexuality, transgender identity, age and responsibilities as a carer.
- 5.2. It follows that in fulfilling their obligations under the dispute resolution procedure prescribed by this Agreement the parties have obligations to take all reasonable steps to ensure that the operation of the provisions of this Agreement are not directly or indirectly discriminatory in their effects. It will be consistent with the fulfilment of these obligations for the parties to make application to vary any provision of the Agreement which, by its terms or operation, has a direct or indirect discriminatory effect.
- 5.3. Under the *Anti-Discrimination Act 1977 (NSW)* it is unlawful to victimise a Manager because the Manager has made or may make or has been involved in a complaint of unlawful discrimination or harassment.
- 5.4. Nothing in this clause is to be taken to affect:
- (a) Any conduct or act which is specifically exempted from anti-discrimination legislation.
  - (b) Offering or providing junior rates of pay to persons under 21 years of age.
  - (c) Any act or practice of a body established to propagate religion which is exempted under section 56(d) of the *Anti-Discrimination Act 1977 (NSW)*.
  - (d) A party to this Agreement from pursuing matters of unlawful discrimination in any state or federal jurisdiction.
- 5.5. This clause does not create legal rights or obligations in addition to those imposed upon the parties by the legislation referred to in this clause.
- (a) Employers and employees may also be subject to Commonwealth anti-discrimination legislation.
  - (b) Section 56(d) of the *Anti-Discrimination Act 1977 (NSW)* provides:

*"Nothing in the Act affects any other act or practice of a body established to propagate religion that conforms to the doctrines of that religion or is necessary to avoid injury to the religious susceptibilities of the adherents of that religion."*

## **6. AGREEMENT EFFECT AND CONDITIONS**

- 6.1. The Agreement is made pursuant to section 29 of the Act.
- 6.2. This is a comprehensive Agreement that replaces and, except where expressly provided in Schedule 4, operates to the full exclusion of, to the full extent permitted by law, all other laws, awards and agreements that would otherwise apply to employees covered by the Agreement, including the Monetary Rates – Table 1 of the Award and any variations as expressed in Part B of the Award.

## **7. NO FURTHER CLAIMS**

- 7.1. During the period beginning on the date this Agreement is lodged with the Commission and ending on the nominal expiry date, no further claims may be pursued in respect of terms and conditions of employment by a party to the Agreement or a Manager whose employment is subject to the Agreement, whether or not these terms and conditions relate to a matter that is expressly covered in this Agreement.
- 7.2. This clause will not preclude the parties from varying the Agreement by consent or any award variation from time to time.

## **Part 2 – Terms of Engagement, Hours of Work, Overtime and Related Matters**

### **8. Terms of Engagement**

- 8.1. Managers are engaged on a full time or part time basis.
- 8.2. Upon commencement of employment with Council, the continued appointment of the Manager is subject to the satisfactory completion of a probationary period of six (6) months.
- 8.3. A probationary period may only be extended at the discretion of the General Manager in the event that the Manager has not satisfactorily met the negotiated strategic objectives and performance measures as determined in the performance agreement in accordance with clause 13 of the Agreement.

### **9. Hours of Work**

- 9.1. The ordinary hours for a full time Manager will be 35 hours per week on average as agreed between the Manager and the appropriate Director or General Manager.
- 9.2. The ordinary hours of work for all Managers will be between Monday and Friday inclusive.
- 9.3. A Manager's commencement and finishing times may be varied by agreement, or failing agreement, by the provision of one (1) months notice in writing by Council to the Manager. Council will not unreasonably require a Manager to work outside of Council's normal operating hours.
- 9.4. Ordinary hours of work should not exceed twelve (12) hours in any one-day exclusive of unpaid meal breaks. If greater than twelve (12) hours is deemed necessary by the Manager in order to fulfil the work demands, the Manager should discuss the circumstances with the relevant Director or General Manager and to determine whether overtime or time in lieu is the appropriate compensation.

- 9.5. Part time Managers will receive all conditions prescribed by the Agreement on a pro rata basis of the regular hours worked. An adjustment to the accrued leave entitlements may be required at the conclusion of each service year based on the proportion of actual hours worked.

#### **10. Additional Hours**

- 10.1. Council may require Managers to work reasonable additional hours where necessary to fulfil the duties and responsibilities of the Manager's position. For the purposes of this Agreement reasonable additional hours directed by Council to be undertaken will attract overtime and payment will be in accordance with the Local Government (State) Award.
- 10.2. Notwithstanding clause 10.1 above, the General Manager may, at the General Manager's discretion, grant additional leave or other benefits to Managers who are required to work additional hours in lieu of overtime.

#### **11. Flexible Working Arrangement**

The Manager by prior agreement with the appropriate Director or General Manager may vary their working hours and pattern of work to provide maximum flexibility to themselves and their work area to achieve the essential work outcomes and meet their personal, family and carers responsibilities.

#### **12. Meal Breaks**

Managers will have an unpaid meal break of at least 30 minutes within every five hours of continuous work. In unforeseen circumstances, provided compliance with occupational health and safety standards is achieved, a meal break may be delayed.

#### **13. PERFORMANCE REVIEW**

- 13.1. The Manager and the appropriate Director or General Manager will sign a performance agreement within three months of the commencement of this Agreement and thereafter annually by 1 July of each year. Such agreement will not be unreasonably withheld.
- 13.2. The performance agreement will set strategic objectives, key Managerial responsibilities, organisational values and behaviours and performance measures consistent with the responsibilities of the Manager and those identified in the Management Plan.
- 13.3. An action plan will be prepared by the Manager which sets out how the strategic objectives and performance measures identified in the performance agreement are to be met.
- 13.4. Performance will be monitored on a quarterly basis, and will be formally reviewed annually at 1 July of each year by the appropriate Director or General Manager.
- 13.5. Within one (1) Month of the conclusion of the performance review the appropriate Director or General Manager will prepare and send to the Manager a statement which sets out:

- (a) The Director/General Manager's conclusions about the Manager's performance during the period the subject of the performance review,



- (b) Any proposal by the Director/General Manager to vary the performance measures as a consequence of the performance review,
- (c) Any directions or recommendations made by the Director/General Manager to the Manager in relation to the Manager's future performance of the duties of the position, and.
- (d) Any performance based progression in the salary system in accordance with clause 16 of this Agreement.

#### **14. INTELLECTUAL PROPERTY**

- 14.1. Any literary work, computer program, invention, design, patent, copyright, trademark, photograph, diagrams, image, improvement or idea discovered, developed or produced by the Manager during this Agreement in the course of employment is the sole property of Council and Council will, unless otherwise agreed, have the exclusive right to use, adapt, patent and otherwise register it.
- 14.2. The Manager following discovery, development or production of any literary work, computer program, invention, design, patent, copyright, trademark, photograph, diagram, image, improvement and/or idea, will immediately report it to Council to enable Council to ascertain whether it was discovered, developed or produced wholly outside and wholly unconnected with the course of employment.
- 14.3. The Manager hereby assigns to Council by way of future assignment all copyright, design, design right and other property rights (if any) in respect to any literary work, computer program, invention, design, patent, copyright, trademark, photograph, diagram, image, improvement or idea developed by the Manager in the course of employment.
- 14.4. The Manager agrees that they will at the request and expense of Council complete all necessary deeds and documents and take all action necessary to vest any literary work, computer program, invention, design, patent, copyright, trademark, photograph, diagram, image, improvement or idea developed by the Manager in the course of employment and obtain for Council the full benefit of all patent, trademark, copyright and other forms of protection throughout the world.

#### **15. CONFIDENTIAL INFORMATION**

- 15.1. The Manager will not divulge any confidential information about Council either during or after the term of their employment under this Agreement.
- 15.2. For the purposes of this clause "confidential information" will include any and all confidential information, data, reports, operations, dealings, records, materials, plans, statistics, finances, or other agreements and things (other than that which is already in the public domain), whether written or oral and of whatever type or nature relating to property, assets, liabilities, finances, dealings or functions of Council or any undertaking from time to time carried out by Council.

### **Part 3 – Rates of Pay and Related Matters**

#### **16. Performance Based SALARY SYSTEM**

- 16.1. The Agreement places positions into classifications / grades according to their evaluation against the factors of accountability, impact, financial, complexity, leadership and expertise in the job evaluation methodology as provided in Schedule 3.
- 16.2. The Agreement general salary system principles are as follows:
- (a) Initial placement of the Managers within the 3 Grade salary system will be at the minimum level of the grade designated for the position as per Schedule 2 of this Agreement or alternatively at a level within the grade designated based on a recommendation from the Director/General Manager and subsequent approval by the General Manager.
  - (b) All salary levels will incorporate all former allowances and market adjustments received by Managers prior to entering into this agreement.
  - (c) The difference between each Manager salary grade is \$15,000.00. This difference may be adjusted from time to time inline with market changes but will not be less than \$15,000.00
  - (d) Performance assessments are to be undertaken in accordance with clause 13 of this Agreement, for potential progression within the grade.
  - (e) Progression will be based on achievement of the determined/agreed strategic objectives and performance measures in accordance with clause 13 of this Agreement.
  - (f) Manager's training needs required for progression will be assessed and negotiated with the responsible Director/General Manager in determining the agreed strategic objectives and performance measures.
  - (g) Appeals will be dealt with in accordance with clause 25 of this Agreement.
- 16.3. The applicable salary structure is provided in Schedule 2.

#### **17. REMUNERATION and RATES of Pay**

- 17.1. The annual rates of pay provided in Schedule 2 are minimum and maximum level rates.
- 17.2. Any new appointment to a role of manager will be appointed on a salary level in accordance with the Salary Structure.
- 17.3. All salary levels for current Managers will incorporate all former allowances and market adjustments received by Managers prior to entering into this Agreement
- 17.4. The salary rates will be increased annually in accordance with the salary percentage increase from the Award.
- 17.5. Under the terms of this Agreement, any increase of salary in accordance with clause 17.4 above will apply from the same operative dates as those prescribed in the Award..
- 17.6. The classification / grading and applicable remuneration may be reviewed during the term of this Agreement if associated with an organisation restructure or any other relevant matter that significantly affects the Manager.

## **18. USE OF SKILLS**

- 18.1. The appropriate Director or General Manager may direct a Manager to carry out such duties as are within the limits of the Manager's skill, competence, experience and/or training. Where the new duties are significant, the position may be re-evaluated.
- 18.2. A Manager may be directed by Council to perform higher duties and/or act in a higher position, such duties will be paid commensurate with those higher duties.
- 18.3. The performance of higher duties for periods of less than 2 days, inclusive of public holidays, will not attract higher duties payment.
- 18.4. Where ever possible, appropriate payment for higher duties will be determined in advance.

## **19. Salary SACRIFICE ARRANGEMENTS**

- 19.1. Council and a Manager may agree to enter into a salary sacrifice arrangement, which allows a Manager to receive a part of their pre tax salary as a benefit rather than salary. Such agreement will not unreasonably be withheld.
- 19.2. Subject to Australian taxation laws, the benefits that may be salary sacrificed include, memberships to Council owned premises, child care facilities operated by Council on its premises; and additional superannuation.
- 19.3. The value of the benefits will be agreed between the Council and Manager and will include fringe benefits tax where applicable.
- 19.4. The salary sacrifice arrangement, including the benefits to be salary sacrificed and their value including fringe benefit(s) tax, will be in writing and signed by both Council and the Manager.
- 19.5. The Manager may request in writing to change the benefits to be salary sacrificed once each year.
- 19.6. The Manager's gross pay is their pre tax ordinary pay less the values of the salary sacrifice benefit including fringe benefit(s) tax.
- 19.7. The value of a salary sacrifice benefit and applicable fringe benefit tax, will be treated as an approved benefit for superannuation purposes and will not reduce the Manager's salary for employer contributions.
- 19.8. The value of salary sacrifice benefits and applicable fringe benefits tax will be ordinary pay for calculating overtime and termination payments.
- 19.9. The Manager is responsible for seeking appropriate independent financial advice when entering into any arrangement under this clause.
- 19.10. The Council will ensure that the salary sacrifice arrangement complies with taxation and other relevant laws.
- 19.11. The Council has the right to vary and/or withdraw from offering salary sacrifice to Managers with appropriate notice if there is any alteration to relevant legislation that is detrimental to salary sacrifice arrangements for Council.
- 19.12. A salary sacrifice arrangement will cease on the day of termination of employment.
- 19.13. A salary sacrifice arrangement will be suspended during periods of leave without pay.
- 19.14. Council may maintain and/or enter into other salary sacrifice arrangements with Managers by agreement.

## **20. SUPERANNUATION**

- 20.1. In the absence of a Manager electing a superannuation fund, employer superannuation contributions will be paid into the default fund being the Local Government Superannuation Scheme.
- 20.2. Council will make employer superannuation contributions based on the notional salary in accordance with the requirements of the *Superannuation Guarantee (Administration) Act 1992* (Cth) and the applicable accumulation and/or defined benefit scheme as varied from time to time.

## **21. PAYMENT OF MANAGERS**

- 21.1. Managers will be paid weekly.
- 21.2. Payment will be by direct credit to the Manager's nominated account.
- 21.3. Council will be entitled to deduct from the Manager's pay such amounts as the Manager authorises in writing.
- 21.4. A Manager's ordinary pay will not be reduced when the Manager is prevented from attending work due to bushfire or other climatic circumstances beyond their control.

## **22. FLEXIBILITY FOR WORK AND FAMILY RESPONSIBILITIES**

- 22.1. Council and the Manager may agree on flexible work and leave arrangements to enable the Manager to attend to work and family responsibilities. Council will not unreasonably withhold agreement to flexible work and leave arrangements, provided its operational needs are met.
- 22.2. Flexible work and leave arrangements include but are not limited to:
- (a) make up time
  - (b) flexi time
  - (c) time in lieu
  - (d) leave without pay
  - (e) annual leave
  - (f) part-time work
  - (g) job share arrangements
  - (h) variations to ordinary hours and rosters
  - (i) purchased additional annual leave arrangements; and
  - (j) arrangements to accommodate breastfeeding women.

## **Part 4 – Professional Development**

### **23. Training and Development**

The Manager will have reasonable access to professional development initiatives relevant to their position subject to the operational needs of Council.

## **Part 5 – Consultation and Dispute Resolution**

### **24. CONSULTATION**

The parties are committed to consultative and participative processes. Council will establish a consultation mechanism appropriate to its size, structure and operational requirements. Council encourages Manager participation on the established consultative mechanism.

### **25. DISPUTE RESOLUTION PROCEDURE**

- 25.1. Council and the Managers agree that, in the event of a dispute relating to matters covered by this Agreement, the procedures outlined in this clause will apply.
- 25.2. In the event of a dispute in relation to a matter arising under this Agreement, in the first instance the parties will attempt to resolve the matter at the workplace level, including but not limited to:
  - (a) the Manager or Managers and the appropriate Director and/or General Manager meeting and conferring on the matter, and
  - (b) if the matter is not resolved at such a meeting, in subclause 25.2 (a) above, arranging further discussions between the Manager and / or Managers with the General Manager as appropriate.
- 25.3. The parties must cooperate to ensure that the dispute resolution procedures are carried out as quickly as is reasonably possible.
- 25.4. A party to the dispute may elect to be accompanied by a person of their choice at any stage of the process to assist in the resolution of the dispute.
- 25.5. If a dispute in relation to a matter arising under the Agreement is unable to be resolved at the workplace, and all agreed steps for resolving it have been taken, the dispute may be referred to the Commission.
- 25.6. It is a term of this Agreement that while the dispute resolution procedure is being conducted work will continue normally unless a Manager has a reasonable concern about an imminent risk to health or safety.
- 25.7. The decision of the Commission will bind the parties, subject to either party exercising a right of appeal against the decision to a Full Bench.

**Part 6 – Signatories to the Agreement**

**Signatories to the Agreement**

**SIGNED FOR AN ON BEHALF OF  
CAMPBELLTOWN CITY COUNCIL BY  
IN THE PRESENCE OF:**

\_\_\_\_\_  
**SIGNATURE  
GENERAL MANAGER:**

**NAME OF GEN MANAGER**

\_\_\_\_\_  
**SIGNATURE OF WITNESS:**

**NAME OF WITNESS**

**SIGNED BY AND  
IN THE PRESENCE OF:**

\_\_\_\_\_  
**SIGNATURE  
DEVELOPMENT AND ENVIRONMENTAL PROFESSIONALS'  
ASSOCIATION (DEPA)**

**NAME OF UNION  
REPRESENTATIVES**

\_\_\_\_\_  
**SIGNATURE  
LOCAL GOVERNMENT ENGINEERS, ASSOCIATION  
OF NEW SOUTH WALES (LGEA);**

**NAME OF UNION  
REPRESENTATIVES**

\_\_\_\_\_  
**SIGNATURE  
NEW SOUTH WALES LOCAL GOVERNMENT, CLERICAL  
ADMINISTRATIVE, ENERGY, AIRLINES & UTILITIES UNION (USU);**

**NAME OF UNION  
REPRESENTATIVES**

\_\_\_\_\_  
**SIGNATURE OF WITNESS:**

**NAME OF WITNESS**

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**CAMPBELLTOWN CITY COUNCIL MANAGERS' SALARY SYSTEM AND PERFORMANCE  
MANAGEMENT ENTERPRISE AGREEMENT 2010**

**Part 7 – Schedules**

**SCHEDULE 1 – POSITIONS PARTY TO THIS AGREEMENT CLASSIFIED WITHIN a 3 GRADE STRUCTURE**

The relevant Manager positions have been classified into the following Grades:

<b>GRADES</b>	<b>ORGANISATIONAL POSITION</b>
<b>GRADE 3</b>	Manager, Operational Services
	Manager, Assets and Supply
	Manager, Development Services
	Manager, Executive Services
	Manager, Financial Services
<b>GRADE 2</b>	Manager, Technical Services
	Manager, Business Assurance
	Manager, Environmental Planning
	Manager, Children's Services
	Manager, Healthy Lifestyles
	Manager, Property
	Manager, Library Services
	Manager, Information Management and Technology
Manager, Compliance Services	
<b>GRADE 1</b>	Manager, Community Resources and Development
	Manager, Communications and Marketing
	Manager, Human Resources
	Executive Officer, MACROC
	Manager, Cultural Services
	Manager, Waste and Recycling Services
	Manager, Emergency Management
	Manager, Customer Service

**SCHEDULE 2 - SALARY STRUCTURE**

The 3 Grade Salary Structure and the applicable salary ranges;

<b>GRADE</b>	<b>Minimum Salary Level \$ PA</b>	<b>Maximum Salary Level \$ PA</b>
<b>GRADE 1</b>	\$102,600.00	\$117,990.00
<b>GRADE 2</b>	\$117,990.00	\$133,380.00
<b>GRADE 3</b>	\$133,380.00	\$148,770.00



**SCHEDULE 3 – JOB EVALUATION METHODOLOGY**

Factors/Questions			
	Low	Medium	High
Autonomy	Required to make autonomous decisions usually influenced only by Council policy, the situation and relevant legislative framework. Independent action is required.	Guidance is available in the form of broad policy direction, legislative requirements or from the Elected Council or General Manager	Guided only by broad policy direction or guidance from elected Council or GM
Personal & Professional Liability	Professionally accountable for recommendation and the development of safety or other operating standards and/or provide training/instructions to others. Responsible for ensuring operational standards (including CH&S) are implemented and risks mitigated.	The jobholder has the authority to certify that works meet relevant statutory requirements and is accountable/liable for own actions or decisions, with any consequences (including legal) being borne by the individual.	The jobholder is a accountable/liable for the actions of others with any consequences (including legal) being borne by the individual, and is responsible for the overall development and maintenance of safety and other standards
Internal	Decisions affect work and activities of others within the work group, section or specific project teams and operationally within a division.	Decisions affect work and activities across a number of functions within a division and operationally across several other divisions. Roleholder likely to have regular contact with the General Manager and Executives	Decisions affect work and activities across a number of functions or a number of divisions. Roleholder may have contact with elected Council and attend Committee or full meetings of Council
External	Roleholder's influence is limited to a specific service line through application of technical skill or regulatory requirements	Work of the roleholder may influence a number of separate community groups and is largely concerned with development and a application of policy.	Work of the roleholder has major long-term influence across a large proportion of the community
Budget Responsibility	Has controlling responsibility for a small budget up to \$2m or identifies requirements as an input to budget development. May have management responsibility for contracts below \$1m.	Controls a budget for a complete division, large section, or for specific projects for up to \$5m and is responsible for costing resources, time, people and materials requirements. May manage contracts up to \$10m.	Develops a budget of greater than \$5m for a major functional area or multiple divisions or specific projects and controls expenditure within approved levels. May manage contracts in excess of \$10m.
Business Acumen	Understands commercial environment, market positioning and strategic direction of the organisation. Applies business principles to achieve aims and maximise performance within a section. Reviews financial targets, forecasts costs and revenue and actively manages expenditure for section.	Understand the current and desired market positioning and strategic business direction of the organisation and apply business principles to the Department(s) to achieve these aims. Balance expenditure and revenue across a Division's budget or the budget of a major project	Understands commercial and technical strategies of key stakeholders. May use business principles to identify new opportunities potentially impacting across Council, developing business strategies. May set financial targets to guide strategic decision making and objective setting and define returns on investment for the Department
Planning & Analysis	Problems will usually be solved by evaluating and analysing readily available information using judgement to select an appropriate solution. Ongoing planning is required to ensure strategic outcomes or the coordination of resources covering multiple work cycles or long term projects	Problems may require research, analysis and evaluation of information and use of judgement in determining an appropriate solution. Significant planning is likely to be required to coordinate with various organisational units including external affiliates or multiple resources	Research, application of in-depth expertise and conceptual thinking may be required. Critical planning is required where strategic long term multiple resource coordination is necessary since modifications would be extremely difficult and costly for the organisation
Innovation & Process Improvement	Jobholder may be required to evaluate a variety of issues in complicated situations requiring investigation and/or adaptive thinking to improve processes and service delivery.	Jobholder may need to make judgements or recommendations based on advanced analytical or creative thought surrounding systems, process improvement and service design.	Jobholder may need to develop innovative solutions to new, complex and wide-ranging problems with a view creating value for the community
Nature of Leadership Role	Team/Contributors Occasional or indirect leadership of others. May coordinate with others to ensure effective delivery of desired outcomes. May lead a small, single disciplinary team	Multi-team Direct leadership of a section or sections and/or a team of professionals or specialist staff. Responsible for team building and development, establishing and communicating team goals and implementing the achievement of plans	Multi-discipline Direction and coordination of a division or cross-divisional function. Likely to require extensive ongoing cooperation, coordination and communication between departments and divisions for work production or service quality
Dimension of Leadership Role	Small Responsible (directly or indirectly) for the contribution of up to 20 employees, contractors and/or volunteers.	Medium Responsible (directly or indirectly) for the contribution of up to 100 employees, contractors and/or volunteers.	Large Responsible (directly or indirectly) for the contribution of more than 100 employees, contractors and/or volunteers.
Breadth of Expertise	Single Function Thorough knowledge of one function and the concepts associated with a specialist area.	Multi-Function Thorough knowledge of several functions plus specialisation in one function	Council-wide Jobs in this category require a broad understanding of all or most of the functional areas of the Council along with high educational attainments and/or knowledge of specialised techniques. OR A position requiring extensive experience at a senior level as a specialist covering a major function of critical and strategic importance.
Depth of Expertise	Specialist A functional position requiring the application of highly specialised knowledge regarded as an internal expert in a single discipline. Likely to require TAFE Certificate Level 4 or diploma level, or semi-professional qualification, together with considerable personal experience.	Expert A position requiring a high degree of expert knowledge in a major field of critical importance covering several separate disciplines. Jobs at this level require a wide education, probably including technical proficiency in a specialised area. University Bachelor degree or equivalent or extensive business experience	Strategist/Thought Leader Knowledge is usually obtained by post-graduate education or professional training eg. Masters Degree or MBA. May require in depth technical and comprehensive knowledge of one or more functions to the extent that the job holder is an acknowledged expert and recognised for his/her technical expertise beyond the organisation itself (these jobs require complete mastery of specialised subject at the highest level. eg. PhD.)

**CAMPBELLTOWN CITY COUNCIL MANAGERS' SALARY SYSTEM AND PERFORMANCE MANAGEMENT ENTERPRISE AGREEMENT 2010**

**SCHEDULE 4 – EXCLUDED AGREEMENTS**

Business and Private Use Motor Vehicle Agreement - Managers Agreement dated 29 October 2009.