

**REGISTER OF
ENTERPRISE AGREEMENTS**

ENTERPRISE AGREEMENT NO: EA99/175

TITLE: CCA (Aust) Equipment Service Enterprise Agreement (Sydney) 1 May 1999

I.R.C. NO: 99/3370

DATE APPROVED/COMMENCEMENT: 7 July 1999

TERM: 24 months

**NEW AGREEMENT OR
VARIATION:** New

GAZETTAL REFERENCE:

DATE TERMINATED:

NUMBER OF PAGES: 35

COVERAGE/DESCRIPTION OF

EMPLOYEES: Applies to Equipment Service Employees of Coca-Cola Amatil (Aust)

PARTIES: Coca-Cola Amatil (Aust) Pty Ltd -&- Electrical Trades Union of Australia, New South Wales Branch

CCA (AUST)
EQUIPMENT SERVICE
ENTERPRISE AGREEMENT
(SYDNEY)

1 MAY, 1999

Registered
Enterprise Agreement
Industrial Registrar

EQUIPMENT SERVICE ENTERPRISE AGREEMENT

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1. EQUIPMENT SERVICE ENTERPRISE AGREEMENT - OVERVIEW

- 1.1 Introduction
- 1.2 Title
- 1.3 Parties
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- 1.5 Objectives of Agreement
- 1.6 Parent Award

1.1 INTRODUCTION

The Company has established a Customer Service strategy to achieve competitive advantage in all areas of Sales and Marketing. The key elements of this strategy within Equipment Service includes:

- A) Flattened Organisation Structure
- B) Trade Channel Focus
- C) Integrated Service Teams
- D) Team Key Performance Indicator's (KPI's)
- E) Introduction of Work practices which ensure a significant increase in the Company's competitiveness.
- F) Career Path and Training Arrangements

Our Operating practices will be fully flexible (including facilities, working arrangements and our employees) to meet the ongoing changing needs of the market and our customers.

Against this background, the parties set out below the terms of their understanding:

1.2 TITLE

This agreement shall be know as the

COCA-COLA AMATIL (AUST) EQUIPMENT SERVICE ENTERPRISE AGREEMENT (SYDNEY)

1.3 PARTIES

This agreement is made between Coca-Cola Amatil (AUST), its Equipment Service Employees and their respective union:

Electrical Trades Union of Australia (NSW Branch)

1.4 DURATION

The Agreement shall take effect from the date signed by parties to the Agreement and shall operate from the date of its certification by the Industrial Relations Commission of NSW for a period of two years.

The parties agree to commence negotiations on a subsequent agreement not later than four months prior to the end of this agreement.

1.5 OBJECTIVES OF AGREEMENT

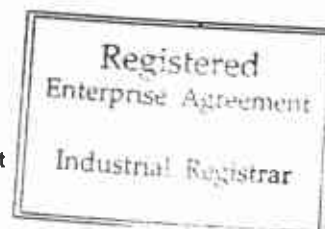
- a) To provide a framework for employee relations which will achieve world class standards of operational efficiency and employee welfare.
- b) To establish and maintain flexibility in both attitude and actions of all employees, regardless of job or status.
- c) To establish a mechanism for determining terms and conditions of employment for all people covered by the Agreement.
- d) To establish a team based organisation structure.

1.6. PARENT AWARD

This Agreement shall be read in conjunction with the relevant parent Award listed below.

- State Electrical "C" Award (NSW)

This Agreement shall prevail to the extent of any inconsistency.



2. OPERATING PRACTICES

2. OPERATING PRACTICES

- 2.1 Vision Statement
- 2.2 Objectives
- 2.3 Working Arrangements
- 2.4 Involvement Process
- 2.5 Employee Relations Council
- 2.6 Occupational Health, Safety and Environment and Equal Opportunity
- 2.7 Training and Development
- 2.8 Integrated Work Teams
- 2.9 Performance Development Plans
- 2.10 Grievance Procedures
- 2.11 Counselling Procedures
- 2.12 Communications
- 2.13 Redundancy
- 2.14 Pay Structures and Key Performance Indicators
- 2.15 Sick Leave
- 2.16 New Employees

2.1

VISION STATEMENT

The most important condition is the relationship which exists between all employees exemplified by that between team leaders and team members. The spirit of co-operation, fairness and reasonableness must always prevail in our operating practices.

2.2

OBJECTIVES

- ⇒ To provide a framework for employee relations which will achieve world class Equipment Services in all areas of Delivery, Installation, Equipment Management and Customer Service.
- ⇒ To have a framework for employee relations which will promote continuous improvement in Company performance and employee welfare.
- ⇒ To be a totally flexible and cost effective operation, capable of perpetually satisfying the demands of the business and the market place.
- ⇒ To have employment arrangements which facilitate world class operations in terms of operating practices, conditions of employment and the training and development of our people.
- ⇒ To develop a workforce which is known for its competency, versatility, co-operation, flexibility in work practices and work patterns, and total flexibility between individuals subject to their competence and legal requirements.
- ⇒ To establish a culture which empowers individual employees and in which excellence, initiative, personal integrity and ethical behaviour are both recognised and rewarded.
- ⇒ To establish a mechanism for determining terms and conditions of employment for all people covered by this Agreement.
- ⇒ To achieve best practice quality standards, processes and systems (including key performance indicators)

2.3

WORKING ARRANGEMENTS

We will have flexibility in patterns of hours worked and work practices:

- ⇒ to meet market demands;
- ⇒ to improve competitiveness;
- ⇒ to ensure optimum use of plant and equipment;
- ⇒ to have continuity of processes and services;
- ⇒ to develop our people's skills and knowledge.

We will strive to maximise the use of the permanent work force but may at times engage temporary and casual labour and utilise contractors: This will be through consultation and agreement. Agreement however will not be unreasonably withheld:

- ⇒ to maintain cost effectiveness throughout the operation;
- ⇒ to cope with seasonal variations;
- ⇒ to provide opportunities for our people to acquire skills.

2.4

INVOLVEMENT PROCESS

Our commitment to continuous improvement requires our people to have a total business understanding and to establish processes to deal with continuous change. These processes will ensure people are involved in changes of methods of operating and consultation will normally be handled by Team Leaders/Managers and the people involved. The business is always reviewing its operating practices and procedures to meet the changing needs of customers and the market place. This will include a review in 1999.

(Please also refer to Appendix B - Example of Decision Making Matrix)

2.5

EMPLOYEE RELATIONS COUNCIL

CCA (AUST) will continue to take every opportunity to develop practices which lead to enhancing and strengthening the relationship between management and employees which facilitates employees identifying with the performance of the Company. The consultative process is one such element in which all employees are able to make a positive contribution to the decision-making processes of the Company.

In recognition of the need for a joint approach to problem solving in the Company, the parties commit themselves to the following types of workplace consultation:

- ⇒ Employee Relations Council
- ⇒ Equipment Services Department Briefings
- ⇒ Work Team Communications

The Employee Relations Council, comprising an equal number of employer and employee union representatives shall be established to deal with matters in relation to employees covered by this Agreement.

All decisions of the Employee Relations Council shall be reached via an agreed decision making process. The decision making procedure shall be an Appendix to this Agreement.

2.6 OCCUPATIONAL HEALTH, SAFETY AND ENVIRONMENT AND EQUAL OPPORTUNITY

i) *Health and Safety*

Health and Safety Policies and practices are based on the concept that both the Company and all the people within our Company have a responsibility for improving and maintaining a safe, healthy and pleasant workplace.

ii) *Environment*

We are committed to understanding and minimising any adverse environmental impacts of our activities. All our people and everyone associated with our Company have an important role to play in achieving the CCA level of environmental performance which goes beyond Government regulations.

iii) *Equal Opportunity*

We are committed to the principle of selection on the basis of merit and equality of opportunity for all employees. CCA people demonstrate mutual respect for one another and work in an environment which is free of harassment and discrimination. CCA people believe in the adage of "a fair go for everyone" and actively encourage each other to strive to reach their full potential. To this end, we encourage both female and male employees to apply to all vacancies.

2.7

TRAINING AND DEVELOPMENT

To ensure our people are known for their competency, versatility and co-operation in meeting the demands of the business:

- ⇒ people will be encouraged to pursue their careers within the business and realise their full potential
- ⇒ our business will be structured around a workforce which works in teams to achieve agreed performance
- ⇒ individuals and teams will be encouraged to take responsibility for their own learning

The Company will provide:

- ⇒ Nationally accredited training to enhance skills and knowledge required within the business;
- ⇒ external study assistance for approved courses
- ⇒ the opportunity to gain experience within the business, locally and where appropriate abroad;
- ⇒ skilled Managers/Team Leaders who coach people on the job.

2.8

INTEGRATED WORK TEAMS

1. Each designated trade channel and area will function as an integrated Work Team as the prime approach to work organisation. Teams will work to an agreed set of principles which will include:
 - ⇒ A greater variety of tasks for individuals within teams.
 - ⇒ Achievement of agreed team goals.
 - ⇒ Greater responsibility and initiative
 - ⇒ Higher skill level as a result of agreed training.
2. Examples of team responsibilities:
 - ⇒ Customer Service enquiries
 - ⇒ Repairs
 - ⇒ Spare Parts Inventory
 - ⇒ Quality Assurance of service work
 - ⇒ Work Organisation
 - ⇒ Health, Safety and the Environment
 - ⇒ Reporting and Achievement of agreed Key Performance Indicators (ie: KPI's)

3. Teams will have responsibility for managing work processes consistent with their skills. Each employee will have an understanding of how their role contributes to the teams performance.
4. Team members will operate with flexibility within agreed parameters. They will work within the limits of their skill, competence and training, and in a manner that is consistent with maintaining a safe and healthy working environment. Individuals may be assigned to other teams on a needs basis:
 - ⇒ to maintain cost effectiveness throughout the operation;
 - ⇒ to cope with seasonal variations;
 - ⇒ to provide opportunities for our people to acquire skills.

This will be through consultation and mutual agreement with individuals and/or teams. Agreement however will not be unreasonably withheld.

5. Team members will be involved in projects etc. to investigate improvement opportunities, recommend improvements and implement changes when approved in areas such as:
 - ⇒ Quality
 - ⇒ Safety
 - ⇒ Productivity
 - ⇒ Equipment Performance
6. A decision making model (eg. Attachment B) will be developed to specify the limits of authority and types of decisions different teams may make, eg. managerial decisions, consultative decisions, team decisions and joint decisions.
7. The decision making model, in respect of the ongoing development of the teams, and their decision making authority, will be reviewed during the life of the agreement.
8. Team Leaders will not be involved in servicing equipment except in exceptional circumstances.

2.9 PERFORMANCE DEVELOPMENT PLANS

To assist individuals in focusing on what is required from them over a given period and to ensure our people understand the objectives of their team and the overall business we will give regular feedback on an individual basis on performance and personal development at least yearly.

2.10

GRIEVANCE PROCEDURES

Issues affecting an individual(s) will be effectively and speedily dealt with in an atmosphere of mutual trust and confidence and it will be normal for most issues to be resolved between the individual(s) and their Team Leader.

When a person(s) has a concern and wishes to have this concern addressed, the following steps will be follows:

- i) Discuss with Team Leader.
- ii) If not resolved, arrange to discuss with Team Leader's Manager.
- iii) If still unresolved, consult the Senior Manager.
- iv) If grievance has not been satisfactorily dealt with, consult with the Employee Relations Manager. A period of five working days should in most instances be sufficient time to resolve a grievance.
- v) If parties involved have failed to resolve the grievance, it is then appropriate to consult with the Employee Relations Council to resolve the matter and if necessary, subsequently refer the matter to the Industrial Relations Commission for conciliation and determination.

In the course of resolving a grievance, the operations status quo should remain until a resolution is reached.

- NOTE:
1. Individuals have the right to have present an employee union delegate or official of their choice during steps 2 to 5.
 2. Grievances need to be documented and notes of conversations signed.

2.11

COUNSELLING PROCEDURES

The relationship between Teams Leaders/Managers and their people should be such that when an individual is not meeting performance or behavioural standards, counselling will take place immediately so that corrective action can be taken without recourse to the formal procedure. However, when there is continued failure to meet standards or a more serious performance or behaviour problem occurs, the following formal procedures will be followed:

- i) Team Leader/Manager informs the individual of the perceived problem, counsels the individual, sets out an agreed plan to remedy the problem. Details of this process will be noted in the Team Leader's/Manager's diary.
- ii) Should identified performance/behaviour related problem continue, Team Leader/Manager will counsel the individual, allow the individual to account for performance/behaviour, explain the consequences should the problems not be properly addressed, set out an agreed action plan including review dates and document. The person concerned must see and sign the written document. (A copy of the documentation is to be held in the individual's personal file.)
- iii) After ii) above and no satisfactory progress is made, the procedures of ii) will be repeated and a second and final written warning will be issued. A copy of this further documentation will also be placed in the individual's personal file.
- iv) If satisfactory progress is not made after ii) and iii) and the individual has had adequate time to respond, and the Team Leader's Manager as well as the Employee Relations Manager has been briefed and are in agreement, then the person's contract of employment may be terminated.
- v) The individual shall at all times have the right of appeal to the Team Leader's Manager if he/she feels aggrieved with the action of the Team Leader.



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- vi) Each warning remains in force for up to four months, provided that the matter is not subject to ongoing counselling for a period up to twelve months. In that case, any previous warnings still in force remain valid for a further twelve month period following the new warning. Dismissal follows after the second and written final warning.

- NOTE: 1. Individuals have the right to have present an employee union delegate or official of their choice during steps 2 to 6.
2. Counselling discussion need to be documented and notes of conversations signed.

2.12 COMMUNICATIONS

To ensure our people are well informed about their Company and to enable them to present their ideas and opinions, we will have:

- ⇒ Reviews with total workforce;
- ⇒ Regular Team Briefings;
- ⇒ Notice Boards;
- ⇒ Key Business Indicators and Progress against Targets displayed;
- ⇒ Newsletters which will be issued at least quarterly;
- ⇒ Suggestion Boxes.

2.13 REDUNDANCY

At times, as the business environment changes, the Company may need to reduce the number of people employed in order to remain viable and competitive. Such changes may be required because of the introduction of new technology and processes, Government regulations, competitive pressure, seasonal variations and economic downturn. Any redundancy situation resulting from such changes will be handled in the most sensitive and fair manner possible.

In the event of redundancies, Appendix C will apply.

(for redundancy calculation purposes, the base rate is used)

2.14 PAY STRUCTURE AND KPI's

People will be paid monthly into a bank/building society(s) account of the individuals choice by electronic funds transfer

A number of KPI's have been identified which detail the specific matters that shall be carried out by the parties during the life of the Agreement.

Individuals will be classified in relation to their competencies gained through training and experience and in accordance with the agreed pay scale.

A 4% increase will be paid on signing the EA. A further 4% will be paid 1 May, 2000.

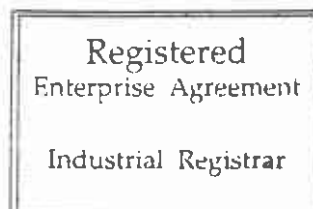
Key Performance Indicators have been established for Field Service Technicians and Workshop Technicians. Where a technician does not meet established KPI's the company will handle this through a performance management process (see clause 2.11 Counselling Procedures).

	<u>Current</u>	<u>EA Agreed</u>	<u>May 2000</u>
Level No. 1 Base (ASF 2A) Annualised	\$560.00 (16.00) A) \$29,120 B) N/A	\$582.40 (16.64) A) \$30,285 B) N/A	\$605.70 (17.30) A) \$31,496 B) N/A
Level No. 2 Base (ASF 2B) Annualised	\$588.70 (16.82) A) \$30,612 B) N/A	\$612.25 (17.49) A) \$31,837 B) N/A	\$636.74 (18.19) A) \$33,110 B) N/A
Level No. 3 Base (ASF 3) Annualised	\$620.90 (17.74) A) \$32,287 B) Refer Roster	\$645.75 (18.45) A) \$33,579 B) Refer Roster	\$671.65 (19.19) A) \$34,926 B) Refer Roster
Level No. 4 Base Annualised	\$650.30 (18.58) A) \$33,816 B) Refer Roster	\$676.31 (19.32) A) \$35,168 B) Refer to Roster	\$703.25 (20.09) A) \$36,569 B) Refer to Roster

- (A) Base Salary annualised based on 9 day two week roster comprising 70 hours at normal time.
 (B) Based on eight weeks draft roster comprising 280 hours at normal plus 24 hours overtime.
 Refer also to Appendix E for full overview of eight weeks draft shift roster arrangements.

KPI'S - EQUIPMENT SERVICE FIELD & WORKSHOP TECHNICIANS

Key Objectives	KPI Requirements
Workshop	
Quality Refurbishment	<ul style="list-style-type: none"> • Less than 3% of equipment refurbished to require a service call within 7 days.
Productivity Rates	<ul style="list-style-type: none"> • The workshop must maintain an average of 90% productivity rate calculated by using standard times.
OH&S	<ul style="list-style-type: none"> • Conform to all OH&S requirements. • Do not work unsafely or endanger others.
Security	<ul style="list-style-type: none"> • Ensure work area is secure and tools are locked away when not in use.
Administration	<ul style="list-style-type: none"> • Accurate information on all paperwork for input into the computer.
Training	<ul style="list-style-type: none"> • Participate in accredited training to increase level of skill to required standard.
Field Service	
Productivity Rates	<ul style="list-style-type: none"> • An average of 65% time on job and/or an average of 13 jobs per technician per day.
Service Call Acknowledgment	<ul style="list-style-type: none"> • Acknowledge all service calls sent to the PDT's as soon as soon as possible. • Technicians to acknowledge calls at least half hour prior to starting their shift, where a job has not been previously allocated (PDT or mobile)
Service response	<ul style="list-style-type: none"> • All service calls allocated are to be performed within the times agreed to by the Consultative Committee.
Spare Parts Management (once operating and agreed by ERC, current system to apply as interim measure)	<ul style="list-style-type: none"> • Cost all parts used into the PDT's. • Record all parts issued/received onto appropriate paperwork. • \$Nil variance at cycle counts.
Administration	<ul style="list-style-type: none"> • Accurate information on all paperwork for input into the computer.
OH&S	<ul style="list-style-type: none"> • Conform to all OH&S requirements. • Do not work unsafely or endanger others. • Report OHS concerns via the relevant form
Training	<ul style="list-style-type: none"> • Participate in accredited training to increase level of skill to required standard.



2.15

SICK LEAVE

An individual who needs to be away from work through personal illness will normally be paid for these absences. An individual absent for six continuous months due to personal illness will be reviewed in relation to continued employment and eligibility for benefits under the relevant Superannuation Plan. Management discretion may be used beyond six months.

Sick Leave Administration

Payment of sick leave will be authorised by Team Leaders. Paid sick leave may be withheld after proper consultation with the individual, if a Team Leader is not satisfied with the reason for absence.

If absence is two days or greater, a Medical Certificate must be obtained from a Doctor and sent to the Company.

The Company may require an individual to undergo medical examinations conducted by the Medical Officer appointed by the Company in the following circumstances:

- A. If it is concerned with the frequency and/or duration of absence due to personal ill health.
- B. On return to work following a protracted period of illness.
- C. For the assessment of work related injury.
- D. In the assessment of physical suitability for selected areas of work.

Parent Award sick leave provisions shall not have any application to employees covered by this Enterprise Agreement.

2.16

NEW EMPLOYEES

A three month probationary period will apply to provide the opportunity by all parties to determine the individual's suitability for the position.

A skills assessment will be undertaken during the first three months of employment to determine the relevant level of competency and training needs against the appropriate career path stream.

3. CAREER PATHS AND TRAINING

3. CAREER PATHS AND TRAINING

3.1 Overview

3.2 Career Path and Training

1. Provision
2. Progression
3. Types of Training
4. Grievance Procedure

3.3 Career Path Structure

3.1

OVERVIEW

The workforce structure within Equipment Services will be based on competency gained through experience and structured and accredited training. The encouragement of skill utilisation and for individuals to realise their full potential is our objective.

The focus is to be on a highly skilled multi-functional workforce which will operate within teams with each team member assisting the other and teams being lead by Team Leaders.

3.2

CAREER PATHS AND TRAINING

This section outlines the career paths in the main functional streams of:

- ⇒ Field Services
- ⇒ Workshop

The relevant training modules and competencies required at each level of the career path (for each work area) is set out in Appendix A.

3.2.1 Provision

All training will be designed in accordance with nationally accredited competencies and shall be in place within 12 months of the signing of the Agreement.

Some of the training will be one-on-one on the job coaching provided by accredited Trainers.

Some will be classroom (internal and external).

Some will be self-paced study.

3.2.2 Progression

Training opportunities shall be provided to allow progression within each of the two Career Path streams. Progression will depend on successful assessment of competency.

Individuals who undertake training to progress to the next classification level (within their Career Path Stream) must complete all training modules and achieve all deemed competencies within two years of commencing training.

3.2.3 Types of Training

Our principle will be to select the best method available which will meet the individual's learning need. Some training will be conducted externally, where possible training will be in-house and conducted by accredited Trainers.

3.2.4 Grievance Procedure

Employees dissatisfied with their training arrangements shall process their grievance in accordance with Grievance procedures set out in this Agreement.

3.3

CAREER PATH STRUCTURE OVERVIEW

The following career path structure is prepared to allow an overview of both the career path opportunities in each stream and the translation arrangements into the new classification structure.

3.3

CAREER PATH STRUCTURE OVERVIEW

	FIELD SERVICES	WORKSHOP
LEVEL 1 (ASF 2A)	<ul style="list-style-type: none"> Change of locks Cleaning of equipment Replacing decals / pricing etc Changing panels Free up product jams Coin mechanisms Customer Relations 	<ul style="list-style-type: none"> Cleaning Spray painting General Duties Load Preparation
LEVEL 2 (ASF 2B)	<ul style="list-style-type: none"> Minor repairs Perform anti-jamming repairs Adjust refrigeration equipment 	<ul style="list-style-type: none"> Washing components/units Equipment maintenance Full spray pre-preparation and painting Reassembly and testing
LEVEL 3 (ASF 3)	<ul style="list-style-type: none"> Trade Qualification – Refrigeration CFC Certificate Drivers Licence Servicing Installing Preventative maintenance Repairs Customer Relations 	<ul style="list-style-type: none"> Trade Qualification Preventative Maintenance All ancillary equipment Q A Sheets Radio systems Administration and reports Customer relations Installation Process
LEVEL 4	<ul style="list-style-type: none"> Supervision Certificate in Refrigeration "Being the Best" Electronics In Field Execution 	N/A

NB Refer to Appendix A for transitional arrangements

4. APPENDIX

APPENDIX

- A) Team Training Arrangement Overview
- B) Decision Making Module
- C) Redundancy
- D) Integrated Work Teams
- E) Draft Eight Week Shift Roster Arrangements:
 - 1. Draft Eight week shift roster
 - 2. Hours
 - 3. Annualised Salary
 - 4. Pay Arrangements
 - 5. Stand-by Arrangements

Team Training Arrangements Overview

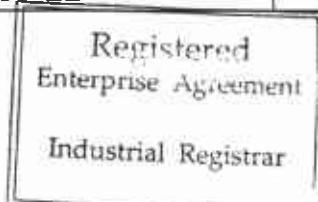
Appendix A

AREA - WORKSHOP

<u>CORE</u>		
National Curriculum		
<u>TECHNICAL</u>		
Equipment testing Panel beating Operational maintenance Spray painting	Equipment maintenance Full spray painting Restricted Electrical Licence	Supervision Certificate - Fridgeratio Trade Qualification in refridgeration • Install • Maintain • Service
<u>ENTERPRISE</u>		
Equipment: 1. Postmix Dispensers 2. Vending 3. Merchandisers Stores requisitions Dismantling Assembly and minor repairs Quality Control	Refurbishment and repairs of refridgeration equipment. Equipment repairs. Operational procedures: • Stores • Costing Systems • EMS • PRMS • 2 way radio	
LEVEL 1	<u>CUSTOMER SERVICE TECHNICIAN</u> LEVEL 2	LEVEL 3

AREA - FIELD SERVICES

<u>CORE</u>		
<u>TECHNICAL</u>	Hand and Power Tools Equipment Maintenance Restricted Electrical Licence	Trade Qualification - Refrideration • Install • Maintain • Service • Supervision Certificate - Refridgeration
<u>ENTERPRISE</u>		
ASF 2A	ASF 2B	ASF 3



EQUIPMENT SERVICES CAREER PATH MODEL				
LEVEL 1	LEVEL 2A	LEVEL 2B	LEVEL 3 Technician	LEVEL 4 Senior Technician
<p>Competencies</p> <ul style="list-style-type: none"> - Able to: <ul style="list-style-type: none"> - Understand work procedures - Undertake basic work activities in a safe and efficient manner - Communicate effectively in the workplace 	<p>Competencies</p> <ul style="list-style-type: none"> - Able to: <ul style="list-style-type: none"> - Test apparatus and circuits - Install electrical/electronic apparatus - Attach flexible cords and plugs (single phase 250V) - Participate effectively in a team environment 	<p>Competencies</p> <ul style="list-style-type: none"> - Able to: <ul style="list-style-type: none"> - Diagnose and fix faults in apparatus and related circuits - Maintain and repair apparatus and circuits - Install/maintain piping and tubing - Attach flexible cords and plugs (1000V) - Install and terminate wiring systems - Contribute to continuous improvement in the workplace - Help train others 	<p>Competencies</p> <ul style="list-style-type: none"> - Qualified at core trade level and able to competently: <ul style="list-style-type: none"> - Undertake commissioning procedures of apparatus and circuits - Disconnect and reconnect fixed wire electrical equipment (1000V) - Locate and rectify faults in electrical equipment connected to fixed wire supply (1000V) - Attend to breakdown - Operate data communication equipment in the field - Manage spare parts replacement in the field - Train staff groups - Assess workplace performance 	<p>Competencies</p> <ul style="list-style-type: none"> - Highly skilled tradesperson with post-trade qualification in related refrigeration/electrical area. - Able to: <ul style="list-style-type: none"> - Test apparatus and complex circuits - Undertake commissioning procedures of apparatus and complex circuits - Diagnose and rectify faults in apparatus and complex circuits - Coordinate maintenance of apparatus and systems' circuits - Plan the installation of electrical/electronic apparatus and associated wiring/piping systems
<p>Training Modules</p> <ul style="list-style-type: none"> - Occupational Health & Safety Workshop Practices - Refrigeration Fundamentals - Refrigeration Procedures - Refrigeration System Components (CTS 1 (Communication)) 	<p>Training Modules</p> <ul style="list-style-type: none"> - Electrical Wiring and Equipment - Electrical Concepts - Applied Electricity - Refrigerants - Refrigeration System Operation - CTS 2 (Teamwork) 	<p>Training Modules</p> <ul style="list-style-type: none"> - Refrigeration Piping Equipment (Installation) - Capillary Systems - Refrigerant Controls - System Control - Appliance Motor and Circuits - CTS 3 (Continuous Improvement) 	<p>Training Modules</p> <ul style="list-style-type: none"> - Refritting - Ice Makers - Vending Machines - Beverage Dispensers - Merchandising & Display Cabinets - TLC 1 (Leadership in CCA) - TLC 2 (Being Effective with People) - Customer Service training - Workplace Trainer - Workplace Assessor - HHT training 	<p>Training Modules</p> <ul style="list-style-type: none"> - Occupational Health & Safety Implementing and Monitoring - Preventative Maintenance - Industrial Computer Systems - Refrigeration Codes and Regulations - Commercial Refrigeration System Design (Two modules) - Refrigeration Control Systems - Refrigeration Heat Load Estimating - Refrigeration and Food Storage - Spillage - Refrigeration System Analysis - TLC 3 (Developing Effective Teams) - TLC 4 (Driving Business Results) - Data Communications training (Award Licensing)
AQI: I		AQI: II	AQI: III	AQI: IV
			<p>III – Electrotechnology Refrigeration and Air Conditioning</p>	<p>IV – Electrotechnology Refrigeration and Air Conditioning</p>



EXAMPLE ONLY

<u>MANAGERIAL</u>	<u>CONSULTATIVE</u>
<ul style="list-style-type: none"> - STATUTORY REQUIREMENTS EG. OHS ENVIRONMENT, ETC - ABP - <u>FINALISED</u> (KRA's) - CAPITAL EXPENDITURE <u>PLAN</u> - CORPORATE POLICIES - SENIOR APPOINTMENTS 	<ul style="list-style-type: none"> - ABP DEVELOPMENT (KRA's) - CAPITAL EXPENDITURE FORMULATION - CHANGES TO GENERAL OPERATING PROCEDURES AND NEW INITIATIVES - WORKFORCE NUMBERS - NEW PRODUCTS - CONTINUOUS REVIEW OF SALES - BUSINESS STRATEGIES - SETTING OF EXPENSE BUDGETS - SUCCESSION PLAN - SETTING OF PRODUCTIVITY GOALS AND QUALITY
<u>JOINT</u>	<u>TEAM</u>
<ul style="list-style-type: none"> - SELECTION OF TEAM MEMBERS - SELECTION OF TEAM LEADER FOR OWN TEAM - ABP IMPLEMENTATION BETWEEN TEAMS AT TEAM LEVEL (TEAM TARGETS) - TRANSFERS BETWEEN TEAMS AND GUIDELINES AND STANDARDS FOR SAME - TRAINING PLANS & IMPLEMENTATION - REMUNERATION AND INCENTIVES - RICHLANDS AGREEMENT - DISMISSAL OF TEAM MEMBERS - OVERALL TEAM PERFORMANCE - WORKPLACE DESIGN AND LAYOUT 	<ul style="list-style-type: none"> - WORKPLACE SAFETY - MANAGING INDIVIDUAL TEAM MEMBER PERFORMANCE <ul style="list-style-type: none"> - RECOGNITION - MANAGING POOR PERFORMANCE - ALLOCATION OF TEAM MEMBERS DUTIES AND RESPONSIBILITIES - CONTINUOUS IMPROVEMENT OF TEAM PERFORMANCE - LIAISON WITH CUSTOMERS & SUPPLIERS - WORKPLACE LAYOUT - COMPLIANCE WITH AGREED COMPANY STANDARDS AND VALUES - ACHIEVING ABP TARGETS AND KRA's - INTER & INTRA TEAM COMMUNICATION - BUDGET UTILISATION - CONDITIONS <ul style="list-style-type: none"> - HOURS WORKED - LEAVE - ROSTERS - INTERNAL CUSTOMER SERVICE

* Appropriate Matrix framework to be determined by mutual Agreement via the Employee Relations Council

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REDUNDANCY

At times, as the business environment changes, the Company may need to reduce the number of people employed in order to remain viable and competitive. Such changes may be required because of the introduction of new technology and processes, Government regulations, competitive pressure, seasonal variations and economic downturn. Any redundancy situation resulting from such changes will be handled in the most sensitive and fair manner possible.

In the event of redundancies, Appendix C will apply:

Notice Period

Those people who will become redundant will be given as much notice as is practical to enable them to plan for the future and seek alternative employment. During this period, the Company will be as considerate as possible in allowing time off for job interviews, providing career and financial counselling and assisting on a personal basis. At the same time, all must realise that we have a business to run and the spirit will need to be one of understanding and co-operation.

Normally, the Company would expect people to remain during their notice. However, effort would be made to release anyone who elects to leave early to gain alternative employment or because of very special personal circumstance.

Financial Assistance

People who are made redundant will receive the following payments:

- ⇒ Eight week's severance pay
- ⇒ Four week's pay for each completed year of service
- ⇒ Long service leave on a pro-rata basis after one year
- ⇒ Plus normal resignation benefits

Alternative Employment Assistance

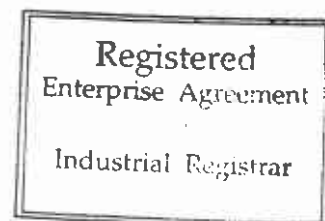
A counselling and placement service will be available to assist people in:

- ⇒ Job search
- ⇒ Application preparation
- ⇒ Job interview skills
- ⇒ Dealing with the CES



INTEGRATED WORK TEAMS

1. Each area of operations will function as an integrated Work Team as the prime approach to work organisation. Teams will work to an agreed set of principles which will include:
 - ⇒ A greater variety of tasks for individuals within teams.
 - ⇒ Achievement of agreed team goals.
 - ⇒ Greater responsibility and initiative
 - ⇒ Higher skill level as a result of agreed training.
2. Examples of team responsibilities include:-
 - ⇒ Customer service enquiries
 - ⇒ Repairs
 - ⇒ Preventative maintenance
 - ⇒ Refurbishment
 - ⇒ Quality Assurance
 - ⇒ Work Organisation
 - ⇒ Health Safety & Environment
 - ⇒ Reporting and achieving KPI's
3. Teams will have responsibility for managing work processes consistent with their skills. Each employee will have an understanding of how their role contributes to the teams performance.
4. Team members will operate with flexibility within agreed parameters. They will work within the limits of their skill, competence and training, and in a manner that is consistent with maintaining a safe and healthy working environment. Individuals will be assigned to other teams on a needs basis to enable flexibility across the Technical Services.
5. Individuals may be assigned to work in a different stream on a needs basis provided that such work is within the limits of the employee skills, competency and training.
6. Team members will be involved in projects etc. to investigate improvement opportunities, recommend improvements and implement changes when approved in areas such as:
 - ⇒ Quality
 - ⇒ Safety
 - ⇒ Productivity
 - ⇒ Equipment Performance
7. A decision making model (eg. Attachment B) will be developed to specify the limits of authority and types of decisions different teams may make, eg. managerial decisions, consultative decisions, team decisions and joint decisions.
8. The decision making model, in respect of the ongoing development of the teams, and their decision making authority, will be reviewed during the life of the agreement.



ROLE:	TEAM MEMBER
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Primary Objective:

A team member within the Technical Services Department is responsible for working to the required competencies within a team based work environment. Team members will become multi-skilled in the tasks of the team and will actively participate in discussion and problem solving to facilitate achievement of team goals.

Specific Accountabilities:

- ⇒ Share responsibility for the achievement of team and business Key Performance Indicators.
- ⇒ Participate in the identification of team tasks and continuous improvement activities according to an agreed team course of action.
- ⇒ Continuously upgrade individual and team skills, ensuring that all skills acquired are actively used.
- ⇒ Communicate and co-operate effectively with all members of the team.

ROLE:	TEAM LEADER
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Primary Objective:

A team leader is responsible for empowering, coaching/leading and developing a team of individuals with varying levels of competency to ensure the achievement of defined measurable team goals. The team leader is responsible for facilitating change and encouraging group decision-making to resolve problems and provide acceptable solutions by consensus.

Specific Accountabilities:

- ⇒ Ensure the achievement of team and business Key Performance Indicators.
- ⇒ Identify team tasks and priorities, encourage ideas/actions to solve problems and facilitate an agreed team course of action.
- ⇒ Continuously seek improvement in team relationships, flexibility and team member development.
- ⇒ Communicate progress and challenges of the team to relevant people within and outside the team.

ROLE:	GROUP LEADER
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Primary Objective:

The Group Leader is responsible for the achievement of business and team Key Performance Indicators in the area of responsibility. Integral to the role is ensuring teams are focussed on meeting team goals (which, when combined will achieve the business goals) and continuous improvement.

Specific Accountabilities:

- ⇒ Continuously focus people on the Technical Service Department's vision.
- ⇒ Ensure the achievement of business and team key performance by devolving responsibility and providing support to all team leaders and teams, including development of skills.
- ⇒ Form and lead specific action groups to resolve issues and implement improvements.
- ⇒ Promote and support ongoing communication between all teams.



**DRAFT EIGHT WEEKS SHIFT ROSTER
(3 month trial, to be reviewed by ERC)**

A roster proposed by John Malcolm will be trialed for three months. The roster:

- Must meet customer service needs
- Meet response times, and
- Be cost effective

1. Eight Weeks Shift Roster

Week	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
1	---	D3	D1	D2	A/S	---	---
2	D1	---	D3	A/S	---	---	---
3	D3	D1	---	D2	D2	---	---
4	D1	D1	D1	D3	D3	---	---
5	D2	D2	---	---	D2	W1	W2
6	D1	---	D1	D2	D2	---	---
7	---	---	D2	D2	D2	---	---
8	D1	D1	D1	---	D2	---	---

KEY		
D1	8.00am – 5.00pm	9 hours
D2	8.00am – 6.00pm	10 hours
D3	10.00am – 7.00pm	9 hours
A/S	Noon – 10.00pm	10 hours
W1 (Sat)	9.00am – 9.00pm	12 hours
W2 (Sun)	11.00am – 7.00pm	8 hours

- * For the purpose of the seven day roster the daily spread of ordinary hours of work shall be between 6.00am and 7.00pm.

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DRAFT EIGHT WEEKS ROSTER (Continued)
(3 month trial to be reviewed by ERC)

2. Hours

Actual Hours Worked	\$ Calculation	Equivalent Normal Hours
280	Normal Time	280
24	Saturday O/T	24
	Sunday O/T	16
	Friday O/T	<u>8</u>
<u>304</u>		<u>328</u>

3. Afternoon Shift Penalties (Annualised)

Level 3 (16 hours x 17.74 x 17.5% ÷ 8 x 52) = \$323

Level 4 (16 hours x 18.58 x 17.5% ÷ 8 x 52) = \$338

4. Annualised Salary

	Level 3	Level 4
Roster	\$37,822	\$39,613
A/S Loading	323	338
Public Holidays	2,127	2,228
Travel	1,878	1,968
Meal Allowance	<u>235</u>	<u>235</u>
	\$42,385	\$44,382

(Roster calculation = 328 hours x hourly rate ÷ 8 x 52 = Annualised salary)



DRAFT EIGHT WEEKS SHIFT ROSTER (Continued)

5. Stand-by Arrangements

The Stand-by Roster is a separate roster covering all Field Service Technicians. For the purpose of the Stand-by Roster week 4 from the Draft Eight Week Roster is the nominated week. Where an employee is called out on the stand-by roster they are required to have an eight hour break between the completion of the callout and the start of their next shift. Two Technicians shall be rostered on for stand-by for the nominated week.

Stand-by will be used in extreme circumstances where the outlet cannot operate, is financially disadvantaged or there is a safety risk to customers and consumers. Stand-by calls will be vetted by the Team Leader to ensure the call out is genuine.

Stand-by Hours

Stand-by hours shall apply between the hours of:

Monday, Tuesday, Wednesday	7.00pm – 6.00am
Thursday, Friday	10.00pm – 6.00am
Saturday	9.00pm – 8.00am
Sunday	7.00pm – 6.00am

Payment

Payment for being on stand-by is at the call back rate of four hours at double time per call (minimum).

<p>Registered Enterprise Agreement</p> <p>Industrial Registrar</p>
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**Coca-Cola Amatil (Aust) Pty Ltd (Sydney)
Equipment Service Enterprise Agreement**

The signatories to the Enterprise Agreement on behalf of the employees, unions and management are:

Employee Representatives:

John Malcolm

Date:

J. Malcolm.
9-6-99.

Kerry Cruickshank

Date:

K. Cruickshank
9.6.99.

Union Representative:

Bernie Riordan (CEPU)

Date:

B. Riordan
2.6.99

Management Representatives:

Norman Badaoui

Date:

N. Badaoui
9.6.99

Tom Richards

Date:

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