

QUEENSLAND INDUSTRIAL RELATIONS COMMISSION

Industrial Relations Act 1990, Part 11, Division 2

Queensland Ambulance Service

AND

Australian Liquor Hospitality and Miscellaneous Workers'
Union Queensland Branch, Union of Employees; and Others

(No. CA194 of 1995)

**QUEENSLAND AMBULANCE SERVICE
WORKPLACE REFORM AGREEMENT 1995**

CERTIFIED AGREEMENT

COMMISSIONER BOUGOURE

31 August 1995

APPLICATION FOR CERTIFICATION OF AGREEMENT

THIS AGREEMENT, made under the *Industrial Relations Act 1990* on 10 August 1995 between Queensland Ambulance Service and Australian Liquor Hospitality and Miscellaneous Workers' Union Queensland Branch, Union of Employees; Ambulance Superintendents Association of Queensland Union of Employees; Automotive Metals and Engineering Industrial Union of Employees, Queensland; Amalgamated Society of Carpenters, Joiners, Bricklayers, Plasterers, Painters and Decorators of Australasia, Union of Employees Queensland, and State Public Services Federation of Queensland, Union of Employees witness that the parties mutually agree as follows:-

PART 1 PRELIMINARY

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This agreement shall be known as the Queensland Ambulance Service Workplace Reform Agreement 1995.

1.2 Arrangement

Part 1 Preliminary

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 - 4.6.7 Performance Planning and Review.

1.3 Application

This Agreement shall apply to all persons employed under the *Ambulance Service Act 1991*.

1.4 Date and period of operation

This agreement shall operate from 1 July 1995 and shall remain in force until 30 June 1997.

1.5 Posting of Agreement

A copy of this Agreement shall be exhibited in an accessible and convenient place on the employer's premises so as to be easily read by all employees.

1.6 Single Bargaining Unit

The Single Bargaining Unit (SBU) for this Agreement comprises representatives from Queensland Emergency Services, Queensland Ambulance Service, and the Australian Liquor, Hospitality and Miscellaneous Workers Union (LHMU).

The SBU will operate through the State Workplace Reform Committee. All decisions negotiated by the SBU are binding on all parties to the Agreement, and are subject to ratification of each party's principals.

1.7 Consultative arrangements

Effective consultation between all parties is a key objective of this Agreement. Future consultation and implementation of this Agreement will take place through the following mechanisms:

- (a) Workplace Reform Committees at station, sector/district, regional and state level, which comprise management, employee and union representatives;
- (b) Initiative Specific Committees, which will comprise management, employee and union representatives. These Committees will include, but are not limited to:-
 - Classification and Organisation Structure Review Team;
 - Travelling, Relieving etc Working Party; and
 - Non-station unit review teams (eg AOTC, Communications).

PART 2 RELATIONSHIP TO AWARD AND OBJECTIVES

2.1 Relationship with parent awards and agreements

This Agreement shall be read and interpreted in conjunction with the existing awards and industrial agreement covering employees of the Queensland Ambulance Service. In the event of any inconsistency with the existing award and industrial agreements the terms of this Agreement shall take precedence.

The Awards and Industrial Agreement affected by this Agreement are:–

- *Ambulance Employees Award – State* (Ambulance Officers)
- *Miscellaneous Worker's Award – State* (Cleaners)
- *Engineering Award – State* (Mechanics)
- *Public Sector (Interim Award) – State* (Painter)
- *BHP-UTAH Coal Limited Open Cut Mines - Goonyella, Peak Downs, Saraji, Norwich Park Industrial Agreement number A40 of 1991* (Mine Site Employees)

2.2 Equity Considerations

The parties are committed to the principles of equity and merit, and thereby to the objectives of the *Equal Opportunity in Public Employment Act 1992* and the *Anti-Discrimination Act 1991*.

To ensure that initiatives do not disadvantage members of any group, Regions will report on the implementation of enterprise bargaining every two months through the Regional Workplace Reform Committee to the State Workplace Reform Committee/Single Bargaining Unit.

2.3 Dispute Settlement Procedures

Dispute settlement procedures will be as per the relevant awards.

2.4 Mission and Responsibilities of the Queensland Ambulance Service

The mission of the Queensland Ambulance Service is to minimise loss of life, reduce pain and suffering and promote optimal recovery of patients who require pre-hospital care, emergency response, or specialised transportation.

The Ambulance Services Program is a front-line health service. It is responsible for providing ambulance services involving emergency response, specialised transportation and pre-hospital care. The QAS also enhances community understanding of and preparedness for sudden illness and injury and provides a subscription scheme to insure Queenslanders against the cost of ambulance service.

2.5 Purpose and Aims of this agreement

The purpose of this agreement is to provide a framework for management, employees and the union in the Queensland Ambulance Service to work together towards the organisational goals, and improve efficiency at all levels of the Service.

The agreement aims to share efficiency improvements with:

- (a) Government by delivering improved effectiveness and efficiency of the Queensland Ambulance Service.
- (b) Queensland Ambulance Service, through: a more efficient effective organisation; enhanced levels of patient care through increased general training and the paramedic program; and a more professional, customer-focused and dedicated workforce.
- (c) Employees through: increased salary levels linked to implementation of efficiency initiatives; increased skill levels; and through improvements in the working environment by enhanced consultative practices and working conditions.
- (d) The community through: enhanced service delivery via the paramedic program; increased responsiveness through a customer focus; and a general focus on clinical expertise and professionalism.

2.6 Objectives and obligations of the Parties

The shared objectives and obligations of the parties under this agreement are to:

- (a) maintain Award and QIRC standards of employment. The application of these provisions may be varied, but actual entitlements will not be affected;
- (b) foster the development of a new workplace culture, including the quality criteria outlined in the following section;

- (c) recognise that this Agreement obligates the parties to genuinely endeavour to achieve the listed efficiency improvements on a statewide and regional basis;
- (d) ensure that the initiatives are pursued in a cooperative and collaborative manner, through the Workplace Reform Committee (WRC) structure;
- (e) pursue efficiency through an emphasis on the following quality model. These criteria include:–
 - Leadership
 - Policy and Planning
 - Information analysis
 - People
 - Customer focus
 - Quality of process product and service
 - Organisational performance
- (f) provide a commitment to the WRC consultative arrangements, to sharing of information between all parties, and development of positive and productive working relationships;
- (g) provide incentives for the parties to pursue the initiatives;
- (h) provide certainty and equity in relation to enterprise bargaining wage outcomes across the service during the agreement; and
- (i) ensure that all new initiatives are considered for their impact on equity and safety.

PART 3 WAGES, DEFINITIONS

3.1 Wage rates and their application

The Agreement provides for the following staged wage increases:–

- (a) Stage 1 A wage increase of 3% will be paid from 1/7/95. In those cases where the first \$8 safety net increase has been granted, that \$8 will be absorbed into this quantum.
- (b) Stage 2 A further increase of 1.5% will be available no earlier than 6 months from the operative date of the agreement (ie after 1/1/96).
- (c) Stage 3 A further increase of 2.5% will be available no earlier than 1/7/96 upon achievement of targets, and otherwise payable on the final date of the Agreement 30/6/97.

Additionally, the QAS will provide increases to the employer contribution to superannuation of 1% from 1/7/96 and 2% from 30/6/97.

The parties agree that the wage increases referred to will be dependent upon establishment of reviews or achievement of targets detailed in this Agreement.

The variable operative dates of wage increases available under Stage 2 and Stage 3 are to act as an incentive to the parties to identify and implement initiatives as soon as possible. Payment of Stage 2 and Stage 3 wage increases will be approved by State Workplace Reform Committee, in consideration of the recommendations of the Regional Workplace Reform Committee. The Queensland Ambulance Service gives a commitment that it will not unreasonably delay access to the wage increases.

The salary structure will be uniform at the end of the agreement. The Stage 3 wage increase may be available at the end of the agreement for progress towards performance targets, recognising demonstrated effort and commitment, previous achievements and external constraints.

3.2 No Further Claims

This Agreement constitutes a closed agreement in settlement of all matters for its duration.

The parties further agree that there will be no further increases in wages and salaries or costs related to the operation of wage and salary structures beyond those envisaged by this Agreement and the "Leave Reserved Matters" list.

The parties agree to re-open negotiations at least 4 months prior to the expiry of this Agreement with a view to negotiating and settling a replacement Agreement. Further, the parties agree to monitor the implementation of the Agreement, and identify issues suitable for negotiation in a replacement agreement.

3.3 Leave Reserved Matters

Inclusion of items on this list of reserved matters does not signify that there is any agreement between the parties on the items. The parties agree that the following matters currently before QIRC will continue to be finalised by negotiation or if required by arbitration.

- (a) 38 hour week; and
- (b) Award Review.

The results of these negotiations will not be prejudiced by anything contained in this agreement.

3.4 Definitions

"AOTC" means Ambulance Officer Training Centre.

"Employee" means any person employed within the *Ambulance Service Act 1991*.

"LAC" means Local Ambulance Committee.

"QAS" means Queensland Ambulance Service, which is a program of Queensland Emergency Services, created by proclamation of the *Ambulance Service Act 1991*.

"QES" means Queensland Emergency Services.

"QIRC" means Queensland Industrial Relations Commission.

"Region" means a unit of the Queensland Ambulance Service, managed by an Assistant Commissioner.

"Region Specific Initiatives" mean initiatives that relate specifically to a Region, and have been agreed upon by employees in that Region within the spirit of this agreement.

"SWRC" shall mean the State Workplace Reform Committee.

"Unit" shall mean any non-operational department of the QAS.

"WRC" shall mean Workplace Reform Committee.

PART 4 EFFICIENCY AND EFFECTIVENESS INITIATIVES

4.1 GENERAL

The agreement will assist to create a working environment which will accommodate the changes and challenges ahead. This environment includes:

- a consultative culture which values and trusts employees;
- flexible organisation structures;
- an organisation culture which will help achieve organisation goals;
- effective and efficient work processes;
- efficient use of physical resources; and
- effective use of human resources.

4.2 WORKPLACE REFORM COMMITTEES

The Workplace Reform Committee framework currently in place at station, sector, regional and state level is a team approach to consultation, participation and working together, toward the goal of continued effective patient care and increased operational response. This will allow management, employees and unions to work together to ensure that day to day issues are addressed in a professional and effective manner, and create a more flexible and efficient work environment.

The WRC concept acknowledges the appropriate roles of QAS management and employees, by providing consultation mechanisms which allow many of the issues once dealt with exclusively by senior management to be dealt with at more appropriate levels, particularly ambulance officer level, to meet local needs. The consultative forums work within agreed policy and complement the QAS goals, vision and mechanisms. Regional WRCs will be responsible for implementation and monthly monitoring of performance targets within this Agreement in their region.

Stage 1 Commitment to the spirit of the Workplace Reform Committee policy.

Stage 2 Review of the operation and success of the Workplace Reform Committees;

Stage 3 Review of the success of committees in their role of identifying effective service delivery and delivering efficiency improvement targets, and revitalisation of their operation if necessary.

4.3 ORGANISATIONAL CULTURE

This agreement aims to create a new working environment and organisational culture which supports the organisational direction. The required culture includes the following elements:-

(a) Professionalism

The QAS recognises the professional status of its employees.

Officers at all levels who have contact with the media and the public should promote the professional profile of Ambulance Officers' skills, qualifications and service delivery to the community.

The onus is on Officers to maintain their own professional status in all aspects, through existing support mechanisms.

(b) Customer Focus

It is important that customer focus is maintained as this is the focal point upon which all decisions are based.

(c) Unity of purpose through a clear organisational vision and direction

The organisational mission as described in the QES Corporate Plan and in this Agreement at Section 2.4 should be clearly understood by all officers, to ensure that the service is striving toward a common goal.

(d) Flexible work practices

Work practices need to be reviewed, to ensure that they are based on current and future customer, community, organisational and employee requirements, rather than on historical needs.

(e) Consultation and communication, to enhance decision-making and service delivery;

Officers should not seek to avoid debate and critical analysis, but rather encourage open discussion of issues and concerns, to improve service delivery. Decision-making is enhanced by consulting with those involved in the outcomes, and by accessing the knowledge, experience and skills of all officers.

(f) Continuous improvement and quality in every aspect of the service.

The Queensland Ambulance Service is committed to striving for continuous improvement and high quality service. Several quality measures are already in place, including the Associate Diploma qualification to assure the quality of skills, the policy guidelines which provide a basis for standard quality of procedure, and the Workplace Reform Committee framework which utilises the skills and knowledge of all officers and contributes to high quality decisions.

Further quality assurance and review processes are to be established to ensure that we strive for continuous improvement and excellence in all aspects of the service.

Regions are encouraged to consider the 7 criteria of the Australian Quality Council in all decisions and actions. (These criteria are the quality of: Leadership, Policy and planning, Information and analysis, People, Customer Focus, Quality of process product and service, and Organisational Performance, and will be detailed further).

(g) Empowerment and acceptance of responsibility.

Our employees should seek the requisite skills, and be provided with the right environment and forums to encourage use of their creativity to improve service delivery.

Management will provide freedom and support for individuals to act within an evolving framework of goals, accountabilities and boundaries.

The QAS culture should evolve from a focus on hierarchical responsibility for decisions, to a culture of consultation, empowerment, and joint decision making at the lowest appropriate level.

Stage 1 Commitment to:

- (a) the desired organisation culture;*
- (b) embracing the principles of the Australian Quality Council;*
- (c) the review of the Queensland Ambulance Service's quality assurance process requirements; and*
- (d) establishment of Central Office and Regional processes for regular review of service delivery (for example, with hospitals, LACs, subscribers and patients).*

Stage 2 Regional WRCs to:

- (a) review all existing processes, and consider methods to align them with the quality principles; and*
- (b) formulate proposals to address the outcomes from quality mechanisms such as surveys.*

Stage 3 Regions are implementing quality principles and processes identified in Stage 2.

4.4 EFFECTIVE AND FLEXIBLE STRUCTURES

It is essential that the Queensland Ambulance Service aligns all structures with its goals. This agreement provides for a review of the organisation and classification structure. The Review committee will include representatives from QES, QAS and LHMU.

Any downgrading of positions will be implemented with negotiated salary maintenance, and any removal of positions will be implemented *without* compulsory redundancy. Voluntary early retirement may apply in special circumstances.

The parties agree that certain outcomes and the attendant savings will be achieved within this initiative. These outcomes will include, but not be restricted to:

- (a) Review of the current arrangement of sectors/districts and stations to ensure that it is the most effective structure to support local level service delivery and encourage team work.
- (b) Review of the current classification structure to ensure that classifications accurately reflect the skill levels of all Officers and clearly articulate the duties within each classification.
- (c) Commencement of the Advanced Clinical Training (Paramedic) program, and establishment of the salary level and duties of Paramedics.
- (d) Streamlining of Management Structure
Ambulance Officers are now more professional, highly skilled and autonomous, and do not need a high level of supervision. Accordingly, it is appropriate to redistribute the current mix of positions from a management focus toward a clinical focus. The current management structure will be streamlined by 50 positions, with 40 of those positions being converted to clinical positions, within a four year period.

Note that this conversion will only apply to vacant positions – no individual officer will be downgraded while they hold their current position.

- (e) Change in staff mix to include 60 ambulance attendant positions (at student level) over a four year period. *This will not involve the downgrading of any current ambulance officers.*
- (f) Commitment to cooperation in implementation of Computer Aided Dispatch.
- (g) Commitment to the Workforce Modelling project and to the implementation of the resulting initiatives.

Stage 1 Commitment to the reviews and agreed outcomes identified in 4.4 (a) – (g) above.

- Stage 2*
- (a) progress toward a proposal regarding optimal organisational structures and classification structure (state level);*
 - (b) progress on target toward agreed outcomes.*

- Stage 3 (a) finalisation of the review proposals on the classification structure and organisational structure (state level), and commencement of consultation of the proposal in regions;*
(b) progress on target toward agreed outcomes;
(c) commencement of implementation of new structures where possible.

4.5 EFFECTIVE AND EFFICIENT ADMINISTRATIVE AND OPERATIONAL PROCESSES

It is essential that the Queensland Ambulance Service reviews all processes. This agreement will review all sections and processes within the QAS to ensure efficient and effective support for service delivery. This category seeks to outline some specific administrative and operational efficiencies, as well as provide scope for identification of regional efficiencies.

4.5.1 Focus on Operating as a Business

Each region and sector shall operate as a business, focusing and capitalising on commercial business and revenue opportunities for the QAS.

This includes activities such as

- (a) a proactive approach to raising subscription revenue; and
- (b) a proactive and professional approach to the provision of public education and other revenue generating services.

Targets will be established at Regional level and not station level.

- Stage 1 (a) commitment to the principle of a business focus;*
(b) increasing subscription revenue by .5% per annum, directly attributable to Ambulance Officer efforts;
(c) participation in identification of revenue opportunities;
(d) commence preparation of a proposal/plan for increasing revenue throughout the term of the agreement by agreed targets.

Stage 2 Implementation of the plan for increasing revenue.

Stage 3 Achievement, or significant progress toward achievement, of revenue targets.

4.5.2 Review of all Units of the QAS

There are many units which support delivery of patient care, including AOTC, Communications Centres, Technical Services, Central Office and Business Units. It is essential that each of these units adopt the workplace reform process, by conducting an internal review of both staff establishment and processes.

Each unit will be required to establish a review team to:

- receive proposals from Regional Workplace Reform Committees regarding improvement of processes and service as outlined above;
- review the unit in regard to staff establishment and job redesign;
- reduce waste and duplication;
- streamline processes such as records and correspondence;
- implement quality assurance processes to review all work practices; and
- review use of technology and programs to coordinate information requests to regions, and recording of information from regions.

Each review team shall contain a representative external to the unit. Proposals from each unit will be reviewed and approved by the SBU/SWRC.

- Stage 1 Commitment from*
(a) regions to provide submissions and proposals on the service of each unit;
(b) each non-operational unit of the QAS to establish a review team, to work toward a proposal for improving efficiency, effectiveness, and customer responsiveness.

*Stage 2 (a) completion by each unit of the proposal as per Stage 1, and establishment of targets to achieve and maintain these efficiencies; and
(b) commencement of implementation of proposals.*

Stage 3 Achievement, or significant progress toward achievement, of Stage 2 targets.

4.5.3 Internal Communication Processes

This agreement seeks to improve communication by implementing strategies such as a standardised format for minutes from WRC meetings, standardised storage of information at all stations sectors and regions, and facilitation of access to reading material.

*Stage 1 (a) commitment to review communication processes at all levels from central office to station level;
(b) commitment by all officers to participate in improved communication, including making every endeavour to read information; and
(c) commence formulation of a detailed proposal to address local communication problems.*

Stage 2 Completion of the proposal outlined in Stage 1, and commencement of implementation of identified strategies and processes; and

Stage 3 Review for the successful implementation of strategies. This will be assessed through an audit by the Regional or Sector Workplace Reform Committees.

4.5.4 Ambulance Report Forms (ARFs)

Accurate recording of information on ARFs has many benefits including:

- (a) providing our customers with a continued view of our professionalism by reducing accounts raised in error;
- (b) reducing the waste of time and resources in following up accounts raised in error and endeavouring to recover debts;
- (c) covering all medico-legal aspects of an ambulance officer's patient responsibility;
- (d) more effective recovery of accounts contributes money to your pay rises.

Regions are currently performing at different levels in regard to accuracy on ARFs, and accordingly the agreement seeks an average improvement of 15% on each region's figures throughout the term of this agreement.

*Stage 1 (a) commitment to improving accuracy of recording information on ARFs, identification of errors, and identification of training needs;
(b) establishment of target improvement in accuracy of 15%.*

Stage 2 Review of accuracy rate, and progress toward target.

Stage 3 Achievement or significant progress toward a 15% improvement in total accuracy.

4.5.5 Information Systems

Information systems are currently being addressed centrally, but should also be addressed in each region.

*Stage 1 (a) commitment by regions to address information systems requirements; and
(b) commitment by officers to cooperating in implementation of new technology and processes.*

4.5.6 Payroll Items

(a) Optional Pay in advance for annual leave

Officers will be paid fortnightly throughout their annual leave. There will be an option for payment of salary in advance for annual leave for those who prefer to receive the funds in advance for any reason, but this will be upon specific request.

(b) Amalgamation of Allowances

Amalgamation of allowances into base salary provides several benefits : administrative ease for the QAS; and no financial disadvantage and an enhanced salary base for employees.

Collection, laundry and lecture allowances will be absorbed into the current salary rates.

Kits will be provided by the QAS, and kit allowance will be discontinued.

Wet allowance will be discontinued.

(c) Averaged rate of shift and weekend penalties

The implementation of an averaged rate for shift and weekend penalties will provide officers with a standard payment throughout the year, in the form of a base salary plus an averaged rate for shift and weekend penalties.

These rates will be calculated by each region, based on the rosters applicable at stations within that region, in consultation with the LHMU and QES Human Resource Management Branch.

*Stage 1 (a) discontinuation of pay in advance for holidays, unless specifically requested;
(b) discontinuation of wet allowance;
(c) discontinuation of kit allowance upon issuing of kits; and
(d) investigation of the operation of an averaged rate of shift and weekend penalties.*

*Stage 2 (a) absorption of collection, laundry and lecture allowances into salary rates from 1/1/96;
(b) Implementation of an averaged rate of shift and weekend penalties, where appropriate.*

Stage 3 Review of operation of the averaged rate of shift and weekend penalties, in consultation with the QES and LHMU.

4.5.7 Waste Management

This agreement seeks to adopt good principles of waste management. Effective use of resources and reduction of waste is an important efficiency issue, and a key responsibility of everyone in the organisation. Issues to be considered include, but are not limited to:

(a) Effective use of inventory

(b) Review of equipment

(c) Review of Recurrent Expenditure and establishment of targets for reduction:

- 5% for telephone and electricity expenditure;
- 1% for stationery, inventory and equipment;
- 10% reduction in expenditure in fuel and associated costs.

(d) Administrative expenditure

*Stage 1 (a) commitment to the principles of waste management and effective use of resources; and
(b) review of processes and establishment of targets in each region.*

Stage 2 acceptable progress towards established targets.

Stage 3 achievement or significant progress towards targets.

4.5.8 Review of Fleet

The QAS is currently undertaking a significant review and upgrading of operational vehicles. There are additional efficiency gains to be achieved through greater employee cooperation in fleet utilisation. Although this is a separate initiative, the QAS is prepared to provide a share of the savings toward the pay rises in this agreement to encourage a greater commitment by all staff to cooperate in the program.

Stage 1 Commitment to the implementation of fleet review.

Stage 2 Acceptable progress towards fleet review targets.

Stage 3 Acceptable progress towards fleet review targets.

4.5.9 Region Specific Initiatives

This agreement includes scope for additional regionally identified initiatives.

Stage 1 (a) commitment to identification of region-specific initiatives for administrative and operational efficiencies and (b) consultation with employees to gather ideas.

Stage 2 (a) identification of 2% of non-salary budget savings through increase in efficiencies in the region; (b) formulation of strategies and processes for achieving those efficiencies, to be discussed with the SBU/SWRC; and (c) establishment of clear targets to be achieved, and timeframes for review of progress.

Stage 3 Achievement, or significant progress toward achievement, of targets established in Stage 2.

4.5.10 General Process Improvement Review

There may be other processes which have not been considered in this section of initiatives. People often criticise process delays, duplication and inefficiencies. The Workplace Reform Project Coordinator will facilitate a general process review, and give WRCs the opportunity to participate in the solutions.

All WRCs or units will be invited to submit proposals on processes which might be streamlined or need to be examined for any reason (for example, how many people handle a pay sheet between the officer and the payroll section, or how many duplicated copies of a newsletter does your station receive). Guidelines will be provided on how you contribute to this initiative and where to send your ideas.

Stage 1-3 Commitment by all officers to participate in process review.

4.6 EFFECTIVE USE OF HUMAN RESOURCES

People are the major asset of the Queensland Ambulance Service. Accordingly, this section seeks to ensure that our human resource strategies ensure working conditions which:

- (a) are flexible enough to meet customer and organisation needs; and
- (b) are appropriate to attract and retain the best employees.

4.6.1 Occupational Health and Safety

The parties to this Agreement are committed to achieving a healthier and safer workplace, in the interests of both officers welfare and efficiency improvement. This requires a proactive approach to health and safety issues as follows:

(a) Workplace Injuries

It is essential to reduce the incidence of occupational injury and illness, and to provide a rehabilitation system for staff affected by such injury.

Management and work practices need to be reviewed to identify the incidence and causes of occupational injury. This may require a significant culture change in reviewing practices.

Stage 1 Commitment to:

- (a) review of work and management practices, to identify hazards and prioritise a hazard reduction program;
- (b) reduction of workplace injuries across the QAS by 10%, to be measured through mechanisms such as work-hours lost and incidence rate;
- (c) understanding the principles of a safer working environment, and participating in training and education programs;
- (d) participating in consultative mechanisms, to be established within the existing Workplace Reform Committee framework; and
- (e) the principles of rehabilitation of officers injured at work, and implementation of a QAS rehabilitation policy.

- Stage 2* (a) completion of stage 1 analysis and formulation of a proposal outlining strategies; and
(b) establishment of goals and targets, and implementation of strategies.

*Stage 3 Achievement or acceptable progress toward achievement of targets established in Stage 2.**(b) Review of Absenteeism*

The good health of officers is crucial to quality service and efficiency, and conversely sick leave is recognised as affecting service delivery and efficiency. Sick Leave needs to be reviewed with an aim to:

- (a) identifying trends and causes of sick leave through state and regional analysis;
- (b) implementing strategies to assist officers to minimise sick leave; and
- (c) provision of support for officers identified as using an extraordinary amount of sick leave, and counselling where necessary; and
- (d) achieve a statewide target of a 10% reduction in absenteeism.

- Stage 1* (a) commitment by each region to the review and reduction of absenteeism; and
(b) commitment by regional and sector WRCs to develop strategies to discuss and analyse the accessing of sick leave.

- Stage 2* (a) establishment of targets and implementation of strategies for improvement where necessary; and
(b) establishment of methods for measuring/costing the improvements.

*Stage 3 Achievement, or significant progress toward achievement of targets.***4.6.2 Review of Workload and Rosters**

Optimal service delivery requires that service is available in the locations and at the times which best suit patient requirements. This requires:

- (a) Review of regional workload and station establishment with a view to relocation of staff to meet workload if required. Any relocation will need to be gradual or evolutionary, and will be negotiated in conjunction with the LHMU.
- (b) Review of station workload, to ensure that rosters are arranged to provide coverage of work peaks, and that flexible employment options are considered to cover workload.
- (c) Planning of rosters. It is essential that officers are given as much notice as possible regarding their future rosters. In the long term, it is ideal that rosters are posted twelve months in advance. For the first agreement, it is proposed that a goal of three month's notice is established.

- Stage 1* (a) commitment to reassess workload and rosters within each region and each station every twelve months; and
(b) commencement of a review.

- Stage 2* (a) completion of Review of workload within the station, and proposal to amend rosters if appropriate;
(b) Completion of Review of workload within the region, and proposal for relocation of staff in the longer term;
and
(c) Forward planning to achieve one month's notice of rosters.

- Stage 3* (a) implementation of new rosters if appropriate;

- (b) implementation or progress toward implementation of the proposal to relocate staff to meet operational requirements; and
- (c) progress toward the goal of three months notice of rosters.

4.6.3 Work Flexibility

In order to be the best provider of care and be competitive, it is essential that the QAS approaches service delivery in a professional and flexible manner, which is responsive to both customer and employee needs. This flexible approach requires challenge and review of our work practices, a proactive approach to enhancing our community profile, and flexible employment options to meet service and employee requirements.

(a) Flexible work practices

Regions are required to identify the flexible practices which best suit their unique needs. For example,

- (i) review the relevance of current work practices (such as timetables of station duties), and propose more practical and flexible systems to achieve station requirements.
- (ii) challenge whether officers need to be based at their station for 40 hours per week to meet service delivery requirements, or whether their shifts might be better spent at hospital emergency departments or maintaining a professional profile in the community.

(b) Flexible employment options

It is essential that regions take advantage of the flexible options available to ensure appropriate service delivery.

Examples include:

- (i) Part-time employment of appropriately qualified officers;
- (ii) casual employment of appropriately qualified officers to cover unforeseen requirements and unscheduled absences.
- (iii) *by agreement*, provisions for Time Off In Lieu of overtime (TOIL).

A policy will be distributed, including the following: accumulation of TOIL is at the discretion of the officer and with the approval of the manager; it accumulates at a rate of single time; a maximum of three shifts can be accumulated; if TOIL cannot be taken within three months, it is to be paid out at the same rate at which it accrued (ie double time or time and a half). It is expected that the normal course of action will be for employees to take TOIL, and the cashing in of TOIL will only occur with the approval of a senior manager.

(iv) *by agreement*, option for officers to work 10 out of 14 days;

(v) *by agreement in writing*, flexible deployment of officers throughout each sector, region and the state. The QAS may need to relocate resources to meet workload and project requirements, and this would be assisted by officers viewing their employment to be with the QAS as a whole rather than at a particular location. Any redeployment without an officer's consent should be reported to the LHMU or Employee Relations Section.

(c) Retention Strategies

Given the significant investment in our people, it is sound business practice to ensure that working conditions focus on retaining those staff. Flexible work options need to be considered to accommodate the needs and priorities of officers, such as:

- long-term non-emergency work for officers who are unable to perform emergency work;
- availability of transfer to part-time work, and transfer back to full-time work at a future date;
- availability of career breaks, or leave without pay;
- job rotation or transfer at level; and
- interchange programs for the development of officers through secondment to projects or job rotation.

Stage 1 Commitment by:

- (a) *Station WRCs to review work practices and trial agreed alternatives;*
- (b) *Regions and Sectors to conduct a needs analysis regarding flexible employment options.*

Stage 2 Acceptable progress towards addressing work practices and flexible employment options.

Stage 3 Review of working arrangements and revision where necessary.

4.6.4 Travelling, Relieving, Accommodation, Remote Area Incentives, Emergency Availability and Locality Allowance.

The QAS recognises the urgent need to review the current provisions and practices in these areas. These matters will be addressed through both: specific short term initiatives; and comprehensive analysis and development of long term initiatives.

(a) Specific Initiatives.

The following specific initiatives are included in this agreement:

(i) Accommodation

Relieving accommodation will be provided by the Queensland Ambulance Service in all cases. Where suitable accommodation is not available at stations, the QAS is to either remedy this or pay the costs of alternative accommodation.

(ii) Relieving

It is essential that relieving duties at other stations are equitably distributed among officers. Details of relieving duties within each sector will be agreed by Station and Sector Workplace Reform Committees.

Regions may be able to establish a pool of "relieving officers" who are amenable to travel to any stations for a specific period of time. This is of course, dependent upon current staffing levels and operational requirements.

(iii) Travelling other than relieving or attendance at AOTC.

Accommodation and reasonable meals are to be paid for by the QAS.

Where kitchen facilities are available, officers shall receive \$7 for each meal.

Where kitchen facilities are not available, meal allowances exceeding \$7 per meal are to be paid upon the production of receipts up to the following amounts:

- \$10 for breakfast;
- \$11 for lunch;
- \$21 for dinner.

(iv) Remote Area Recruitment/Selection

A policy is currently being developed, covering: transfer costs, maximum term or guaranteed return from remote locations.

(b) Working Party

In the long term, these issues require considerable data collection and analysis, and input from each region. A working party will be established, including representatives from the QAS, QES, LHMU and PSMC.

The working party's terms of reference will include review of travelling, relieving, emergency availability, locality allowance, remote area incentives; and current allowances for meals and incidental expenses.

Stage 1 Commitment to:

- (a) initiatives detailed in (a); and*
- (b) establishment of a working party as detailed in (b).*

Stage 2 Implementation of interim proposals from the working party.

Stage 3 Full implementation of the proposals from the working party.

4.6.5 Family Leave

The principle of family leave is to allow officers to access sick leave and time off in lieu for family emergencies. This encourages honesty and trust between the parties, as officers can legitimately identify their requirements when using sick leave for family reasons.

A policy for use of Family Leave will be distributed shortly, consistent with the recent QIRC decision.

Stage 1

Stage 2 Implementation of policy for Family Leave.

Stage 3 Regional review of the application and availability of the family leave.

4.6.6 Meal Breaks

All parties should take a common sense and flexible approach to scheduling meal breaks:

- The QAS undertakes to endeavour to ensure that officers receive adequate meal breaks; and
- Officers undertake to be flexible in the taking of meal breaks, and co-operating to ensure that meal breaks are taken to suit reasonable operational convenience.

Stage 1 Commitment to the above principles by all parties.

Stage 2 Review to ensure that all parties have considered current practices, and where necessary revised practices.

Stage 3 Review and revise practices as necessary.

4.6.7 Performance Planning and Review

The performance of an organisation is the sum of countless individual performances and decisions. Accordingly, this agreement seeks the commitment of all officers to implementation of Performance Planning and Review processes.

Stage 1 Commitment to effective implementation of the PPR process.

Stage 2 not applicable

Stage 3 Effective full implementation of the PPR process.

SIGNATORIES

Signed for and on behalf of the }
Queensland Ambulance Service } GERALD JOSEPH FITZGERALD

In the presence of – ALFRED IAN BODDICE

Signed for and on behalf of the }
Australian Liquor Hospitality and) DON BROWN
Miscellaneous Workers' Union Queensland)
Branch, Union of Employees }

In the presence of – ANNE GIBSON

Signed for and on behalf of the }
Ambulance Superintendents Association) TERRANCE ROBERT BOYD
of Queensland Union of Employees }

In the presence of – ALFRED IAN BODDICE

Signed for and on behalf of the }
Automotive Metals and) DAVID HERBERT HARRISON
Engineering Industrial Union of)
Employees, Queensland }

In the presence of – C. I. PIDGEON, J.P.

Signed for and on behalf of the	}	
Amalgamated Society of Carpenters, Joiners,)	
Bricklayers, Plasterers, Painters and)	MICHAEL RAVBAR
Decorators of Australasia, Union of)	
Employees Queensland – Building Trades	}	

In the presence of – RON LONGMUIR

Signed for and on behalf of the	}	
State Public Services Federation of)	GORDON RENNIE
Queensland, Union of Employees	}	

In the presence of – ALEXANDER PATRICK SCOTT

This Agreement is certified under Part 11, Division 2 of the *Industrial Relations Act 1990*.

R.W. BOUGOURE, Commissioner.

Filed on 15 August 1995 certified by the Commission and given Register No. CA194 of 1995 in the Certified Agreements Register.

31 August 1995

R.H. BLUMSOM,
Industrial Registrar.

Operative date: 1 July 1995
Certified agreement – Queensland Ambulance Service
q0057