

QUEENSLAND INDUSTRIAL RELATIONS COMMISSION

*Workplace Relations Act 1997, s.25*

Queensland Fire and Rescue Authority

AND

United Firefighters' Union of Australia, Union of Employees, Queensland

AND

Queensland Fire Service Senior Officers' Association, Union of Employees

*(No. CA507 of 1997)*

**QUEENSLAND FIRE AND RESCUE AUTHORITY -  
ENTERPRISE PARTNERSHIP CERTIFIED AGREEMENT, 1997**

COMMISSIONER BECHLY

8 September 1997

APPLICATION FOR CERTIFICATION OF AGREEMENT

THIS AGREEMENT, made under the *Workplace Relations Act 1997* on the twenty-second day of August, 1997 between the Queensland Fire and Rescue Authority and the United Firefighters' Union of Australia, Union of Employees, Queensland and the Queensland Fire Service Senior Officers' Association, Union of Employees witnesses that the parties mutually agree as follows -

**PART 1 - PRELIMINARY**

**1.1 TITLE**

This Agreement is the result of the combined efforts of the Queensland Fire and Rescue Authority (QFRA), Consultative Committees (formed throughout the State) and the Single Bargaining Unit (comprised of representatives from QFRA management, the United Firefighters' Union of Australia, Union of Employees and the Queensland Fire Service Senior Officers' Association, Union of Employees) and will be known as the Queensland Fire and Rescue Authority Enterprise Partnership Agreement, 1997.

**1.2 ARRANGEMENT**

## Subject Matter

**Part 1 - Preliminary** **Clause No.**

|   |     |
|---|-----|
| Title   | 1.1 |
| Arrangement                                   | 1.2 |
| Application                                   | 1.3 |
| Date and Period of Operation                  | 1.4 |
| Relationship with Parent Award and Agreements | 1.5 |
| Preamble                                      | 1.6 |
| Agreement Aims and Objectives                 | 1.7 |
| Equity Considerations                         | 1.8 |

**Part 2 - Pursuing Focused Strategies that Create and Build a Competitive Advantage**

|   |       |
|---|-------|
| The QFRA's Mission Statement  | 2.1   |
| Integrated Process for Establishing an Enterprise Partnership Agreement | 2.2   |
| Key Result Areas  | 2.3   |
| Performance Indicators  | 2.4   |
| Key Principles of Operation   | 2.5   |
| Consultative Management Style   | 2.5.1 |
| Communication   | 2.5.2 |
| Total Quality Management  | 2.5.3 |
| Benchmarking and Data Collection  | 2.5.4 |

**Part 3 - Investing in our People so that our People are the Best in the Profession**

|  |       |
|--|-------|
| Reward and Recognition                       | 3.1   |
| Applicable Rates                             | 3.1.1 |
| Continuous Improvement                       | 3.1.2 |
| Performance Improvement                      | 3.1.3 |
| Rotating Roster                              | 3.2   |
| Workplace Health Promotion                   | 3.3   |
| Training                                     | 3.4   |
| Uniform Allocation and Distribution          | 3.5   |
| Payment of Wages for Annual Leave            | 3.6   |
| Sick Leave Management                        | 3.7   |
| Regional Efficiency Issues                   | 3.8   |
| Regional Revenue Activities                  | 3.9   |
| Aerial Driver's Allowance                    | 3.10  |
| Alcohol and Drug Management                  | 3.11  |
| Emergency Medical Services                   | 3.12  |
| Paid Maternity Leave                         | 3.13  |
| Disputes Avoidance and Settlement Procedures | 3.14  |
| Consultation                                 | 3.15  |
| No Further Claims                            | 3.16  |

**1.3 APPLICATION**

This Agreement shall be binding on:

- the Queensland Fire and Rescue Authority as employer;
- those employees covered by the Queensland Fire Service Interim Award - State excluding those officers designated as FPO5;
- those employees covered by the Queensland Fire and Rescue Authority Communications Centres Award - State (excluding those employees within the Brisbane Firecom Centre);
- the United Firefighters' Union of Australia, Union of Employees, Queensland; and
- the Queensland Fire Service Senior Officers' Association, Union of Employees.

#### **1.4 DATE AND PERIOD OF OPERATION**

This Partnership Agreement shall commence at date of certification and remain in force up to and including 30 April 1999. The Partnership Agreement will be monitored and reviewed throughout the duration of the Agreement.

#### **1.5 Relationship with Parent Award and Agreements**

This Agreement shall be read and interpreted in conjunction with the following Awards.

- Queensland Fire Service Interim Award - State
- Queensland Fire and Rescue Authority Communications Centres Award - State

In the event of any inconsistency with existing Awards and Certified Agreements, the terms of this Agreement will take precedence to the extent of the inconsistency. Existing provisions of such instruments other than initiatives allowed by this Agreement shall remain in force for the life of this Agreement.

Notwithstanding this, the productivity requirements currently applying under the following Agreements shall remain current:

- Queensland Fire Service - Workplace Reform Certified Agreement 1996
- Queensland Fire Service - Certified Agreement 1996
- QFRA Communications Centres Averaged Penalty Rates Certified Agreement 1997

#### **1.6 PREAMBLE**

This Agreement has been developed on the principles of ‘everyone being part of the business’; ‘everyone being empowered and responsible for decisions in their roles’; and all employees focusing their efforts on the goals of the organisation as outlined in the strategic plan of the QFRA.

The outcomes that we aim to achieve are:

- zero preventable fire deaths, injuries, property and environmental damage
- a workforce with higher education and skill
- flexibility in work organisation
- participation in work organisation
- an improved work environment
- increased productivity and profitability

This Enterprise Partnership Agreement between the workforce, unions and management aims to not only improve wages and conditions for the workforce but also improve the quality, efficiency and effectiveness of services to the QFRA’s customers.

Some of the values which will help us to achieve these goals are:

- honesty, integrity and trust
- service to the community
- community recognition of services provided, with pride and dignity
- teamwork
- open and effective communication

and, above all, valuing our people and the belief that our people are the reason for our success as an organisation.

## **1.7 AGREEMENT AIMS AND OBJECTIVES**

This Agreement reflects a genuine commitment from all employees to work harmoniously together to improve both work practices and business performance. This Agreement aims to reduce the perceived barriers between management and employees by engendering a cultural change in attitudes. To achieve this, the *needs of employees*, the *needs of customers* and the *goals of the organisation* have to be combined and require the commitment that:

- employees be involved in contributing to decision making through their Consultative Committee network in their work roles;
- the goals and future direction of the QFRA, as put forward in the QFRA Strategic Plan, will be supported and actively pursued;
- employees will be aware of the integration of various elements for the achievement of organisational goals; and
- key result areas identified in this Agreement are to be supported through positive work practices and the achievement of designated performance indicators.

The goals of the organisation have been developed through a joint strategic planning process and incorporate the needs of employees and customers.

Linking employees' needs to organisation's goals:

To achieve the QFRA's goals requires knowledge of the needs of employees. Staff attitude surveys, audits and staff appraisals of management will be used to provide this information. The Enterprise Partnership Agreement will support these initiatives by addressing issues such as: communication, reward and recognition, effective leadership, career paths and promotional opportunities, whilst also encouraging teamwork and safe work practices.

Linking customers' needs to organisation's goals:

The QFRA and the parties to this Agreement are committed to the development of customer service standards through consultation, and in partnership with the community. This process will help to define the services to be delivered, identify appropriate targets, and establish the level of quality and the cost of key services. Information about services provided by the QFRA for the annual levy paid by property owners will be communicated to the community.

## **1.8 EQUITY CONSIDERATIONS**

The parties agree to uphold the spirit and intent of anti-discrimination and equal opportunity legislation. QFRA's policy in this regard will be based on the following principles, subject to the Agreement and any mandatory requirements of the position concerned.

The parties are committed to maintaining a workplace free of harassment and victimisation and to the implementation of practices and policies related to equal opportunity and anti-discrimination.

All employees under this Agreement shall individually uphold the principles outlined in this clause in relation to fellow employees and shall co-operate with the QFRA in relation to obligations imposed on the QFRA by this clause.

## **PART 2 - PURSUING FOCUSED STRATEGIES THAT CREATE AND BUILD A COMPETITIVE ADVANTAGE**

### **2.1 THE QFRA'S MISSION STATEMENT**

The mission statement of the QFRA was developed to reinforce in the minds of all employees that the primary aims of our improvement efforts and actions should centre around the customer and providing an excellent level of service.

**The Mission Statement is:**

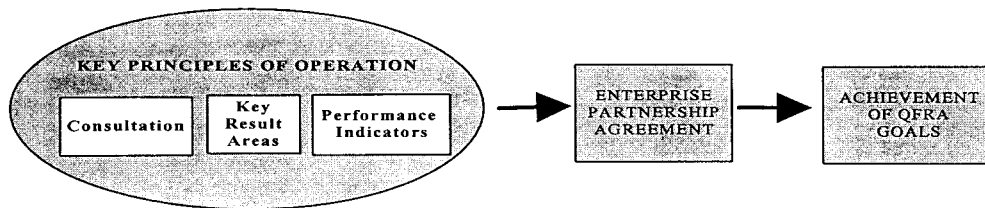
**To achieve zero preventable fire deaths, injuries, property and environmental damage through the development of an organisational culture which encourages our staff to work in partnership with their communities to improve public safety.**

The Enterprise Partnership Agreement (EPA) aims to link the expected needs of the organisation with the ability of its people to provide a quality outcome for its customers.

## 2.2 INTEGRATED PROCESS FOR ESTABLISHING AN ENTERPRISE PARTNERSHIP AGREEMENT

Broad consultation has been conducted for the formulation of the strategic plan and the EPA. This consultation provided valuable input to the Key Result Areas of the QFRA and these have then enabled the development of performance indicators for the EPA. Some key principles of operation have underpinned the overall development of the EPA (refer to Diagram 1) and these will continue throughout its implementation.

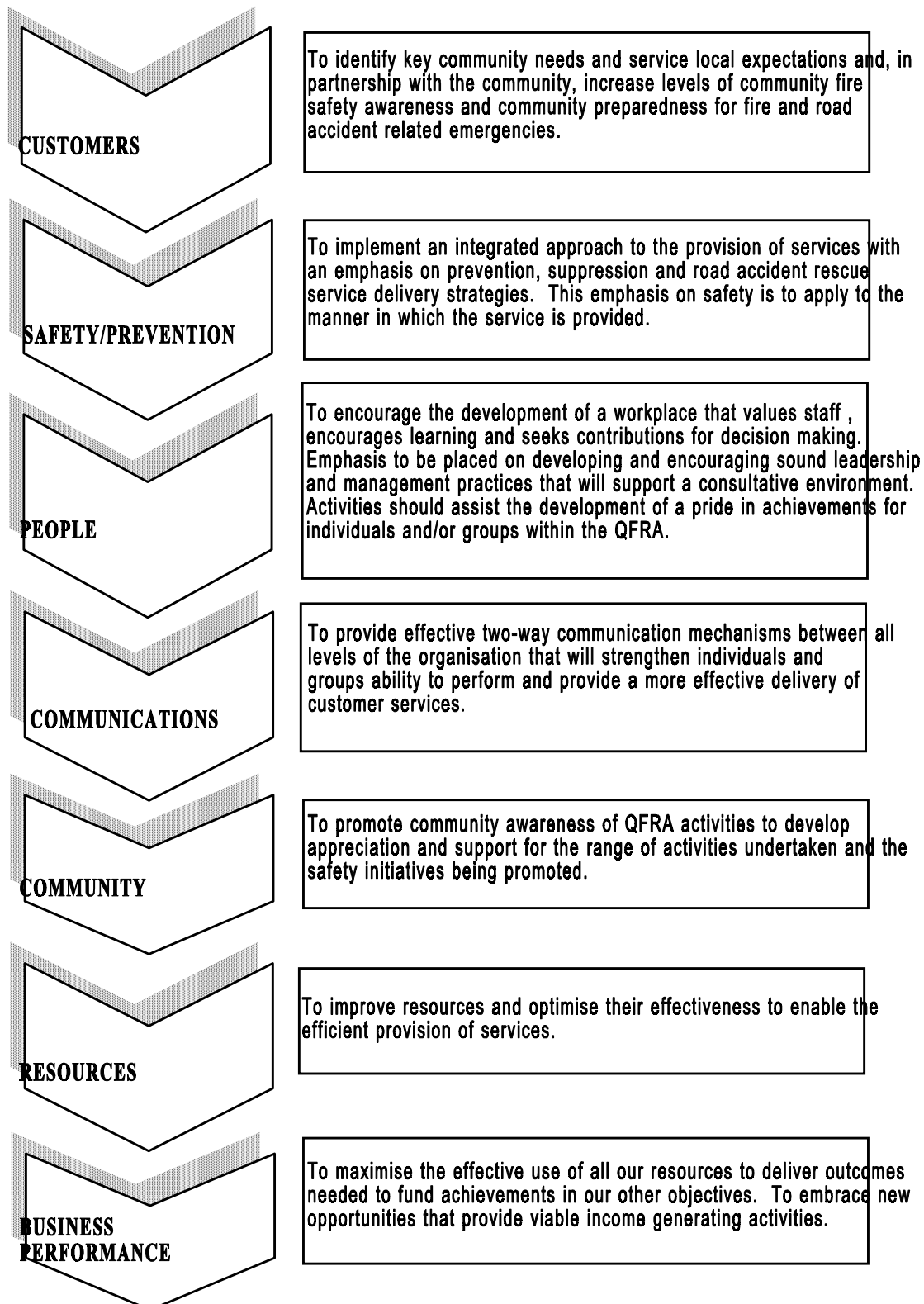
**Diagram 1.**



## 2.3 KEY RESULT AREAS

These are the areas that the organisation will need to focus on to achieve the anticipated outcomes for its future. Efforts should be directed towards achieving success in these areas and the EPA will contribute to a positive outcome.

## QFRA KEY RESULT AREAS



## 2.4 PERFORMANCE INDICATORS

In our pursuit of attaining organisational success, it is critical that we establish measurements that:

- monitor our endeavours;
- are aligned to our key result areas;
- are action orientated, where appropriate; and
- are achievable and within an individual's power to influence the outcome.

Upon undertaking these critical actions, setting performance measures and successfully reaching our targets it is important that we all share and celebrate the outcome. Areas requiring the application of performance indicators are provided in the following diagram.

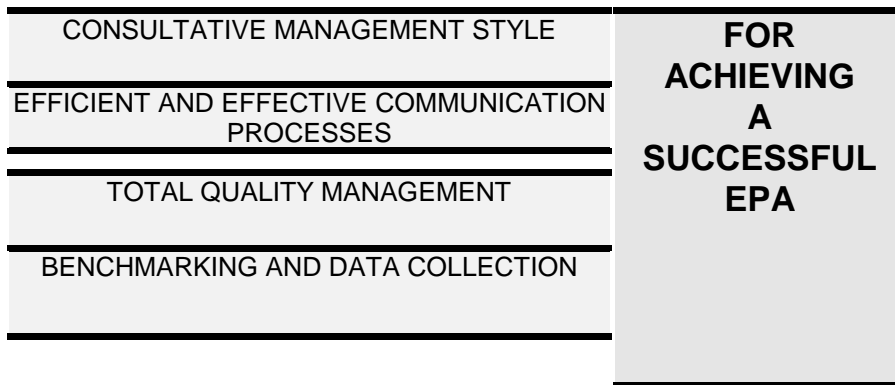


| AREA SUBJECT PERFORMANCE INDICATOR |   |
|------------------------------------|---|
| 1. <b>CONSTRUCTION</b>             | 1.1. <b>CONSTRUCTION</b><br>1.1.1. <b>CONSTRUCTION</b><br>1.1.2. <b>CONSTRUCTION</b><br>1.1.3. <b>CONSTRUCTION</b><br>1.1.4. <b>CONSTRUCTION</b><br>1.1.5. <b>CONSTRUCTION</b><br>1.1.6. <b>CONSTRUCTION</b><br>1.1.7. <b>CONSTRUCTION</b><br>1.1.8. <b>CONSTRUCTION</b><br>1.1.9. <b>CONSTRUCTION</b><br>1.1.10. <b>CONSTRUCTION</b> |
| 2. <b>OPERATION</b>                | 2.1. <b>OPERATION</b><br>2.1.1. <b>OPERATION</b><br>2.1.2. <b>OPERATION</b><br>2.1.3. <b>OPERATION</b><br>2.1.4. <b>OPERATION</b><br>2.1.5. <b>OPERATION</b><br>2.1.6. <b>OPERATION</b><br>2.1.7. <b>OPERATION</b><br>2.1.8. <b>OPERATION</b><br>2.1.9. <b>OPERATION</b><br>2.1.10. <b>OPERATION</b>                                  |
| 3. <b>MAINTENANCE</b>              | 3.1. <b>MAINTENANCE</b><br>3.1.1. <b>MAINTENANCE</b><br>3.1.2. <b>MAINTENANCE</b><br>3.1.3. <b>MAINTENANCE</b><br>3.1.4. <b>MAINTENANCE</b><br>3.1.5. <b>MAINTENANCE</b><br>3.1.6. <b>MAINTENANCE</b><br>3.1.7. <b>MAINTENANCE</b><br>3.1.8. <b>MAINTENANCE</b><br>3.1.9. <b>MAINTENANCE</b><br>3.1.10. <b>MAINTENANCE</b>            |
| 4. <b>REPAIR</b>                   | 4.1. <b>REPAIR</b><br>4.1.1. <b>REPAIR</b><br>4.1.2. <b>REPAIR</b><br>4.1.3. <b>REPAIR</b><br>4.1.4. <b>REPAIR</b><br>4.1.5. <b>REPAIR</b><br>4.1.6. <b>REPAIR</b><br>4.1.7. <b>REPAIR</b><br>4.1.8. <b>REPAIR</b><br>4.1.9. <b>REPAIR</b><br>4.1.10. <b>REPAIR</b>   |
| 5. <b>REPLACEMENT</b>              | 5.1. <b>REPLACEMENT</b><br>5.1.1. <b>REPLACEMENT</b><br>5.1.2. <b>REPLACEMENT</b><br>5.1.3. <b>REPLACEMENT</b><br>5.1.4. <b>REPLACEMENT</b><br>5.1.5. <b>REPLACEMENT</b><br>5.1.6. <b>REPLACEMENT</b><br>5.1.7. <b>REPLACEMENT</b><br>5.1.8. <b>REPLACEMENT</b><br>5.1.9. <b>REPLACEMENT</b><br>5.1.10. <b>REPLACEMENT</b>            |

## 2.5 KEY PRINCIPLES OF OPERATION

Some key principles of operation form a part of the development and implementation of the EPA. These are best illustrated in this diagram.

**Diagram 4.**



A number of activities will be undertaken to support these key principles during the life of the EPA. As these elements are integral to the successful implementation of the EPA, it is understood that development and participation in relation to these principles will occur and have the support of all staff.

### 2.5.1 Consultative Management Style

Clearly the performance of the QFRA and its ability to achieve the espoused goals and objectives will be strongly linked to the management style practised within the organisation.

As a consequence of the operational necessity for a command structure at the incident ground, the organisation has generally managed on the chain of command structure for all organisational activities. In a contemporary organisation this is not the most appropriate management style for the effective inclusion of individuals in every work situation. However, the command structure will remain effective at incident grounds but a consultative management style will be fostered for activities performed at all other times.

#### Management Style - Effective Leadership

In pursuit of the organisation's goals, it is imperative that there be effective leadership. This leadership is required to set the future direction and to clearly communicate the direction to all employees so that plans can be turned into action.

*“Effective Managers look after people, people look after the business”*

Managers must play a more interactive role with our frontline employees in order to effectively communicate and build trust. Strategies to support the positive development of changed management practices include:

- a greater reliance on consultation rather than orders and instructions (except at the incident ground);
- sharing information and communicating ‘face to face’ with staff;
- active support of and participation in the Consultative Committee processes; and
- active support of and participation in various forms of performance appraisal including an Upward Appraisal System.

## **2.5.2 Communication**

Support for a consultative management style and the success of its operation will depend on the successful development and implementation of appropriate communication mechanisms. Support for the following initiatives is consistent with the commitment to continuous improvement.

### Consultative Committees

Initial training and development has been undertaken to assist in the establishment of a consultative committee mechanism. All managers and staff will continue to support the operation of consultative committees as an appropriate, ongoing communication mechanism. The purpose of the SBU and consultative committees is to provide:

- an open communication process for information moving up or down the organisation;
- an opportunity for individuals to contribute to decision making processes;
- monitoring of the implementation and results of the EPA; and
- support for the achievement of continuous development throughout the term of the Agreement.

### Adoption of Technology

Better communications are available through a range of strategies. The introduction of technology to the workplace is viewed as an integral part of today’s workplace and is to be embraced to enable personal and organisational benefits to flow.

Formal training and informal access will be provided to facilitate the adoption of technology, particularly where it is being introduced and where it will support more effective and efficient communications.

### Performance Appraisal

A program for both upward and downward appraisal of performance is to be undertaken as a means of initiating communications in relation to an individual’s work performance and potential development areas.

Strategies for performance appraisal will initially focus on those at the FPO3 and FPO4 levels and may include one-to-one consultation and feedback sessions.

### **2.5.3 Total Quality Management**

This Enterprise Partnership Agreement aims to not only improve wages and conditions for the workforce but also improve the quality, efficiency and effectiveness of services to the QFRA's clients. One way in which this will be achieved is through the banner of total quality management. The QFRA delivers a high quality service to its customers. It is intended that the quality of these services will become a benchmark for the industry in Australia and overseas.

*“Get it right first time, every time”*

To help achieve this aim, the organisation will develop a management style based on the empowerment of its employees and adherence to total quality management principles. The application of this management style will enable the QFRA to provide cost effective products and services to customers and will create an environment that ensures change processes that can be responsive to customer trends, needs and expectations.

To ensure quality improvements occur, the following components are necessary:

- clear communication to all employees of QFRA's policies and procedures;
- all employees adopt responsibility for the quality of the work they carry out;
- willingness to share needs with supervisors/managers;
- being prepared to admit our own 'short comings' and seek guidance and/or expert assistance;
- responses to openness are to be dealt with in a positive and supportive manner;
- consultation among all employees to ensure the quality standards are achieved and improved; and
- employee involvement in measuring quality.

### **2.5.4 Benchmarking and Data Collection**

Support for data collection processes and acceptance of benchmarks will be essential to the processes of the EPA, especially in relation to collection of data for stated performance indicators. Consultative Committees, in particular, will play a significant role in the collection, collation and distribution of data throughout the implementation of the EPA.

## **PART 3 - INVESTING IN OUR PEOPLE SO THAT OUR PEOPLE ARE THE BEST IN OUR PROFESSION**

### **3.1 REWARD AND RECOGNITION**

The QFRA is committed to improving Employee remuneration and working environment in exchange for continued commitment and participation by every individual towards improving all aspects of the organisation's operations and hence maintaining its viability and efficiency within an increasingly open and competitive market.

### **3.1.1 Applicable Rates**

This agreement provides for the following pay increases:

- **Stage 1**  
4% increase to be applied from 1 February 1997.
- **Stage 2**  
3% increase to be applied no earlier than 1 December 1997 subject to satisfactory progress towards the achievement of key performance indicators.
- **Stage 3**  
3% increase to be applied no earlier than 1 July 1998 subject to satisfactory progress towards the achievement of key performance indicators.

See Schedule A for details of the actual rates of pay to be applied.

### **3.1.2 Continuous Improvement**

Those party to this Agreement are committed to continuous improvement throughout the life of the Agreement. This commitment includes the implementation of specific items identified within this document as well as any items and opportunities that may become apparent throughout the course of the Agreement. Achieving a positive approach and outcomes will be facilitated by:

- clear identification of expected outcomes and goals in relation to this agreement;
- providing choices and support mechanisms to facilitate the achievement of goals and outcomes; and
- if continuous improvement provides outcomes exceeding the performance specified in this agreement, those outcomes will be considered within the context of the next Agreement. Any claims of excess performance must first be offset against any shortfalls in other goal achievement before a final outcome is determined for the organisation and the Agreement as a whole.

The role of the SBU and Consultative Committees is central to the process. They are to perform the functions required to collect and monitor the outcomes from initiatives undertaken. Consultative Committees will have an ongoing role as facilitators for the implementation of the Enterprise Partnership Agreement.

### **3.1.3 Performance Improvement**

Performance will be gauged by the outcomes identified through key result areas and performance indicators (refer Section 2.4 and Diagram 5 below). Support for the key principles of operation (as described in Section 2.5) is also considered to be an integral part in achieving performance improvement.

The SBU and Consultative Committees will meet on a regular basis to monitor progress and will become actively involved to ensure the achievement of agreed outcomes. The Committees will also monitor progress of improvements as the QFRA and its employees strive towards its Mission Statement.

The following measures have been agreed to for the implementation of the EPA and Working Parties have been established in those areas where further work is required to determine specific indicators. Additional indicators agreed to by the Working Parties will be implemented as part of this Agreement.

**Diagram 5: Performance Indicators and Processes**

| Initiatives                       | %Improvement*    | Performance Indicators  | Clause No. |
|-----------------------------------|------------------|---|------------|
| Workplace Health Promotion        | 0.5% reduction   | <ul style="list-style-type: none"> <li>• number of claims</li> <li>• type/category of claims</li> <li>• value of claims</li> <li>• provision of alternative duties               <ul style="list-style-type: none"> <li>- number undertaken</li> <li>- duration</li> </ul> </li> </ul>  | 3.3        |
| Training                          | 0.2% savings     | Working Party to establish specific initiatives and suitable performance indicators   | 3.4        |
| Uniforms                          | 0.066% reduction | <ul style="list-style-type: none"> <li>• number of uniforms distributed</li> <li>• budget expenditure based on uniforms distributed</li> </ul>  | 3.5        |
| Wage Payments During Annual Leave | 0.067% reduction | <ul style="list-style-type: none"> <li>• percentage of staff receiving fortnightly payments for annual leave</li> <li>• expected outcome of at least 50%</li> </ul>   | 3.6        |
| Sick Leave                        | 0.13% reduction  | <ul style="list-style-type: none"> <li>• 11% reduction in uncertificated sick leave</li> </ul> Working Party to establish specific initiatives and suitable performance indicators  | 3.7        |
| Regional Efficiencies             | 0.34% savings    | Reporting of outcomes to be coordinated through the Consultative Committee at Regional level and provided to the SBU.<br>Reporting to include: <ul style="list-style-type: none"> <li>• identification of specific initiatives undertaken in the Region</li> <li>• savings (including basis for calculation) achieved for each initiative</li> </ul>            | 3.8        |
| Regional Revenue                  | 1.2% profit      | Reporting of outcomes to be coordinated through the Consultative Committee at Regional level and provided to the SBU.<br>Reporting to include: <ul style="list-style-type: none"> <li>• identification of specific initiatives undertaken in the Region</li> <li>• revenue and profit (including basis for calculation) achieved for each initiative</li> </ul> | 3.9        |
|                                   |                  |   |            |

\* 1% is currently equivalent to \$1 million.

### **3.2 ROTATING ROSTER**

The rotating roster provides for outcomes that are beneficial to both the organisation and firefighters by permitting a more efficient use of resources. This agreement confirms the commitment to the implementation of the rotating roster, the accompanying management and systems strategies and award changes that have been agreed to by the parties.

1.5% of the increase in the EPA has been generated on the basis that 60 firefighters from the existing staff establishment will be credited towards the achievement of the Government commitment to provide 135 firefighters.

### **3.3 WORKPLACE HEALTH PROMOTION**

Workplace Health and Safety incidents are to be reported, investigated and recorded and evidence is to be gathered and maintained in a manner that meets standards as provided in QFRA Standard Procedures/Guidelines Manual or through designated support documents.

The promotion of a vocational health culture within the QFRA and initiatives such as workplace-based rehabilitation to reduce the length of absences from work due to ill health is expected to provide 0.5% of the increase.

### **3.4 TRAINING**

It is acknowledged that efficiencies and savings can be achieved through changes being implemented to the training activities of the organisation. The agreed target of 0.2% of the increase is to be achieved by:

- introducing flexibility of hours to enable aspects of training to be conducted outside the current spread of hours contained within Clauses 4.1 (3) and (4) of the QFS Interim Award - State whilst maintaining the total number of hours to be worked;
- establishing a Working Party to develop initiatives that will lead to the achievement of the agreed outcome by the second stage of this Agreement.

The Working Party will investigate the efficiency and appropriateness of existing practices including the use of TOIL to achieve the outcome. It is not tasked with making recommendations or decisions about the level of training being provided by the organisation. It is not the intention of this initiative to bring about any reduction to the level of training that is provided to the existing staff of QFRA.

### **3.5 UNIFORM ALLOCATION AND DISTRIBUTION**

Uniforms will be provided by the QFRA as provided within Section 6.2 (Uniforms) of the Award.

Distribution and allocation of these resources will, however, be undertaken on an 'as needs' basis. The automatic provision of this equipment as an annual entitlement will cease.

Requisition systems to be implemented will enable resources to be available in a timely manner, will be activated by a minimal amount of paper work and should minimise the potential for individuals to acquire uniforms and equipment that they would not reasonably need.

Anticipated outcomes from this initiative are to generate 0.066% of the increase, offset against the 1997/98 uniform budget.

To facilitate the achievement of this goal:

- distribution mechanisms will be reviewed and revised; and
- performance measures are to be monitored by tracing:
  - numbers of uniforms distributed; and
  - budget expenditure.

### **3.6 PAYMENT OF WAGES FOR ANNUAL LEAVE**

Payment of wages whilst on annual leave will be paid on a fortnightly basis unless:

- a specific request has been received to indicate that the full amount is to be paid at the commencement of the holiday period.

Those requiring prepayment for the leave period may continue to access this method of payment but it will only be done on the basis of a written request.

This initiative is expected to provide benefits of 0.067% of the increase and will require a minimum rate of acceptance of 50% of employees.

### **3.7 SICK LEAVE MANAGEMENT**

The parties recognise that absenteeism through the use of sick leave is having a significant impact on the operations of the QFRA which adds to the operating costs. It is also recognised that the current levels of sick leave usage include factors that may be reduced by more efficient management practices.

This initiative focuses on achieving the development of a range of strategies for implementation throughout the life of the Agreement that will address and minimise the impact of factors that should not be registering as sick leave. It is anticipated that a target reduction of 11% in uncertificated sick leave is achievable and will provide an outcome that justifies the pay increase attributed to this initiative. Based on agreed calculations, 11% of uncertificated sick leave equates to 0.13% of the increase.

A Working Party will be established to achieve a model for implementation and to set appropriate interim goals to monitor the progress of the model and to confirm the achievement of the savings calculated.

### **3.8 REGIONAL EFFICIENCY ISSUES**



Numerous approaches to achieving greater efficiencies within the QFRA regions have been proposed through the consultative process with all staff. Activities undertaken by the regions are to generate a collective outcome that achieves 0.34% of the increase. Responsibility for the achievement of this outcome will be managed at a regional level through the Consultative Committee process. Activities that may be undertaken by Regions to achieve the goal may include some of those listed below:

- direct billing through Communications Centres
- bin collections, electricity usage, faxes
- administrative costs - stationary, printing, postage, telephone, subscriptions
- maintenance/cleaning of stations
- limits to home garaging - FBT saving
- transportation costs - private vehicle usage not cabs
- introduction of station management system
- remove provision of lunches from courses
- staff usage - administration etc.
- removal of special provisions eg. blankets in GBR

Consultative Committees operating at the Regional level are to provide the SBU with feedback in relation to the progress and achievement of these goals. Feedback is to be provided to the SBU in the form requested, prior to the agreed times for the payment of increments at each stage.

### **3.9 REGIONAL REVENUE ACTIVITIES**

Activities generating annual revenue for the QFRA are to be undertaken and are expected to realise 1.2% of the increase (approximately \$1.2 million profit) for the organisation as a whole. Coordination and management of the process is to occur on a Regional basis. Data collection for substantiation of initiative outcomes will be the responsibility of Regional reporting processes. Consultation has provided the following list of initiatives for possible implementation within regions:

- Fire Ed./Training to groups outside current community responsibilities.
- Consulting
  - evacuation plans
  - to engineers
- Hydrant cleaning
- Smoke alarm installation
- Reactivate Special Services Department
  - service/maintenance of fire extinguishers
  - animal rescue
- advertising/sponsorship
- service/maintenance BA equipment
- retail activities
  - 'shop front' sale of goods or services at station

Activities chosen for implementation by Regions will be commenced prior to 1 July 1998 (3rd stage payment) and should be generating the expected revenue by the end of this Agreement.

### **3.10 AERIAL DRIVER'S ALLOWANCE**

The parties recognise the skill and competencies required for QFRA officers to operate specialist aerial appliances and agree to pay the following allowances to appropriately certificated QFRA officers:

#### *Operators of TAPS and Aerial*

|                          |                  |
|--------------------------|------------------|
| Appliances less than 25m | \$5.00 per week  |
| Appliances 25m and above | \$25.00 per week |

These allowances will only be paid to officers while they are stationed at stations with these appliances. Where an officer is re-located to a station where these competencies are not required, the allowance will continue to be paid until the date of annual re-certification. These allowances will be paid from 30 April 1997 and replace the terms and conditions of payment as prescribed by clause 3.6 (3) of the QFS Interim Award - State. Further information regarding these allowances is contained in the Standard Procedures/Guidelines Manual.

### **3.11 ALCOHOL AND DRUG MANAGEMENT**

The parties are committed to the implementation of agreed policy in relation to Employees under the Influence of Alcohol and/or Drugs. This policy will be provided through the QFRA Standard Procedures/Guidelines Manual.

### **3.12 EMERGENCY MEDICAL SERVICES**

The parties agree to examine the introduction of Emergency Medical Services (EMS) into QFRA during the life of the Agreement. A trial of EMS may be undertaken at agreed Fire Stations if all parties agree that this is the next logical step in the review process.

### **3.13 PAID MATERNITY LEAVE**

As from 1 July 1996, six weeks paid maternity leave for all female employees, subject to certain conditions contained within the document titled "Guidelines for the Introduction of Paid Maternity Leave" was introduced within QFRA.

### **3.14 DISPUTES AVOIDANCE AND SETTLEMENT PROCEDURES**

Grievances as a result of the implementation of this agreement shall be dealt with in accordance with the grievance clause contained in the Parent Award.

### **3.15 CONSULTATION**

The parties to this Agreement are committed to the consultation process and will ensure that firefighters, officers and communications centres employees are actively

involved in Consultative Committees which have been established throughout QFRA to further a partnership approach to the QFRA achieving its strategic priorities. The parties believe effective consultation between management, staff and the unions is a key objective of this Agreement. Staff in the QFRA have been involved in and consulted widely about the provisions of the Agreement.

### **3.16 NO FURTHER CLAIMS**

- (1) This agreement constitutes a closed agreement in settlement of all matters for its duration, except where required by a State Wage Case decision, and those matters provided for in Clause 1.6 (Relationship with Parent Award and Agreements) and Clause 3.1 (Reward and Recognition) and those matters referred to hereunder.
- (2) State Wage and Special Case decisions requiring variation to this Agreement shall be implemented.
- (3) During the term of the Agreement, no employee shall be disadvantaged through receiving the enterprise agreement wage increases instead of the State Wage case decision increases.

### **SIGNATORIES**

|                                 |   |              |
|---------------------------------|---|--------------|
| Signed for and on behalf of the | } |              |
| Queensland Fire and Rescue      | } |              |
| Authority                       | } | W.N. HARTLEY |

In the presence of-

T. J. DAVEY

Signed for and on behalf of the }  
United Firefighters' Union of }  
Australia, Union of Employees, }  
Queensland }

M.A. WALKER

In the presence of-

D. M. EVANS

Signed for and on behalf of the }  
Queensland Fire Service Senior }  
Officers' Association, Union }  
of Employees }

K. TUPPER

In the presence of-

T. J. DAVEY

## SCHEDULE A

**Total Fortnightly Salary Rates**

| FPO 1 - Pay Points | Stage 1 - 1/2/97 | Stage 2 - 1/12/97 | Stage 3 - 1/7/98 |
|--------------------|------------------|-------------------|------------------|
| 1                  | \$1,054.70       | \$1,085.20        | \$1,116.70       |
| 2                  | \$1,184.60       | \$1,219.10        | \$1,254.60       |
| 3                  | \$1,293.40       | \$1,331.10        | \$1,369.90       |
| 4                  | \$1,399.40       | \$1,440.30        | \$1,482.50       |
| 5                  | \$1,479.00       | \$1,522.30        | \$1,566.90       |

| FPO 2 - Pay Points | Stage 1 - 1/2/97 | Stage 2 - 1/12/97 | Stage 3 - 1/7/98 |
|--------------------|------------------|-------------------|------------------|
| 1                  | \$1,718.30       | \$1,768.80        | \$1,820.80       |
| 2                  | \$1,772.60       | \$1,824.70        | \$1,878.40       |
| 3                  | \$1,838.80       | \$1,892.80        | \$1,948.50       |

**Annual/Fortnightly Salary Rates**

| FPO 3<br>Pay<br>Points | Stage 1<br>1/2/97 | Stage 1<br>Fortnightly | Stage 2<br>1/12/97 | Stage 2<br>Fortnightly | Stage 3<br>1/7/98 | Stage 3<br>Fortnightly |
|------------------------|-------------------|------------------------|--------------------|------------------------|-------------------|------------------------|
| 1                      | \$50,055          | \$1,918.70             | \$51,557           | \$1,976.20             | \$53,104          | \$2,035.50             |
| 2                      | \$51,741          | \$1,983.30             | \$53,293           | \$2,042.80             | \$54,892          | \$2,104.10             |
| 3                      | \$53,370          | \$2,045.70             | \$54,971           | \$2,107.10             | \$56,621          | \$2,170.30             |

| FPO 4<br>Pay<br>Points | Stage 1<br>1/2/97 | Stage 1<br>Fortnightly | Stage 2<br>1/12/97 | Stage 2<br>Fortnightly | Stage 3<br>1/7/98 | Stage 3<br>Fortnightly |
|------------------------|-------------------|------------------------|--------------------|------------------------|-------------------|------------------------|
| 1                      | \$59,118          | \$2,266.10             | \$60,892           | \$2,334.00             | \$62,719          | \$2,404.10             |
| 2                      | \$60,544          | \$2,320.70             | \$62,360           | \$2,390.30             | \$64,231          | \$2,462.00             |
| 3                      | \$61,966          | \$2,375.20             | \$63,825           | \$2,446.50             | \$65,739          | \$2,519.80             |

## SCHEDULE A

**Total Fortnightly Salary Rates**

| CO 1 - Pay Points | Stage 1 - 1/2/97 | Stage 2 - 1/12/97 | Stage 3 - 1/7/98 |
|-------------------|------------------|-------------------|------------------|
| 1                 | \$1,160.90       | \$1,194.60        | \$1,229.40       |
| 2                 | \$1,274.80       | \$1,311.90        | \$1,350.20       |
| 3                 | \$1,373.30       | \$1,413.40        | \$1,454.70       |

| CO 2 - Pay Points | Stage 1 - 1/2/97 | Stage 2 - 1/12/97 | Stage 3 - 1/7/98 |
|-------------------|------------------|-------------------|------------------|
| 1                 | \$1,543.70       | \$1,588.90        | \$1,635.50       |
| 2                 | \$1,592.40       | \$1,639.10        | \$1,687.20       |
| 3                 | \$1,640.90       | \$1,689.00        | \$1,738.60       |

This Agreement is certified under Chapter 2 Part 1, of the *Workplace Relations Act 1997*.

R. E. BECHLY, Commissioner.

Filed on the twenty-fifth day of August, 1997, certified by the Commission and given Register No. CA507 of 1997, in the Certified Agreements Register.

E. EWALD,  
Industrial Registrar.

Operative Date: 8 September 1997