



**Public Service Association of NSW**

**Submission to the Independent  
Inquiry into Insecure Work in  
Australia**

Submitted via CPSU (SPSF GROUP) National Office  
20 January 2012

# Independent Inquiry into Insecure Work in Australia

Submission from the Public Service Association of NSW – January 2012

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### 1. PSA COVERAGE

The Public Service Association of NSW (PSA) is a registered union under the Industrial Relations Act 1996, representing New South Wales public sector employees and general staff in universities. The union represents approximately 44,500 members spread over 4,000 worksites across the sector.

The PSA's membership includes:

- people who work for NSW government departments
- people who work in NSW budget funded agencies
- general staff in NSW universities
- school administrative and support staff in NSW public schools
- general staff in TAFE
- non-uniformed staff in the Police Service
- correctional officers
- some classes of employees in statutory authorities and State Owned Corporations such as, Landcom, Pillar Administration electricity generators, Roads and Traffic Authority and many others.
- employees in some privatised bodies, for example irrigation companies.

### 2. OVERVIEW OF INSECURE EMPLOYMENT IN THE NSW PUBLIC SECTOR

The *NSW Public Sector Workforce: A 2010 Snapshot and Snapshot Tables* produced by the Department of Premier and Cabinet (DPC) shows the extent of insecure employment in the NSW public sector. The DPC data shows that there were 322,542 full time equivalent (FTE) staffing positions in the NSW public sector in 2010. Temporary FTE positions numbered 39,202; with there being 20,629 casual FTE. (see Attachment A)

In terms of percentages, temporary employment in the NSW public sector in 2010 was 12.16% of the public sector workforce and casual employment was 6.42%. Health NSW and the Department of Education and Training made up the bulk of temporary and casual employment in the public sector. The data also shows that women predominate in insecure employment in the public sector with 71.15% of temporary employees and 70.25% of casual employees being women.

In early 2011, the PSA sought information under the *Government Information (Public Access) Act 2009* pertaining to the extent of the use agency staff in the NSW public sector. The report was prepared by the Department of Services, Technology and Administration (DSTA) and showed that in 2009-2010 a total of \$385,246,021 was spent on agency contract staff. This equates to approximately 5,682 FTE jobs, paid at the NSW public sector average annual total gross earnings of \$67,791. (Amount is from *NSW Public Sector Workforce: A 2010 Snapshot and Snapshot Tables*). Data supplied by DSTA shows that 2009 -2010 a total of 10372 labour hire staff were engaged across the NSW public sector with a total of 6,103,960 hours worked by labour hire staff.

At the time of writing this submission the Association received the equivalent labour hire data for the 2010 -2011 financial year. The data showed that the total amount spent by the NSW public sector in 2010 – 2011 on labour hire staff increased dramatically to \$468,057,260. The data also showed that in the same year 11,976 labour hire staff were engaged by the NSW public sector with 7,031,982 hours worked

### 3. TEMPORARY EMPLOYMENT IN THE NSW PUBLIC SECTOR

#### (i) Public Service

The *Public Sector Employment and Management Act 2002* (PSEM Act) regulates the employment of Departmental temporary employees in the NSW public service. Section 27 of the PSEM Act allows for

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the appointment of Departmental temporary employees. It is important to note that the PSEM Act also states that the usual basis for employment of staff is to be the employment of permanent officers.

The PSEM Act states that Departmental temporary employees may be employed for the following reasons:

- (a) for the duration of a specified task or project,
- (b) to carry out the duties of a position that is temporarily vacant,
- (c) to provide additional assistance in a particular work area,
- (d) in connection with the secondment or exchange of staff,
- (e) to undertake a traineeship or cadetship, or
- (f) for any other temporary purpose.

The maximum period for which a Departmental temporary employee may be employed at any one time is 3 years.

Section 31 of the PSEM Act states that a long term temporary employee who has had continuous employment for 2 years maybe be appointed permanently. There is a range of criteria that a long term temporary employee must meet before they can be appointed permanently.

Section 32 of the PSEM Act also allows for the appointment of special temporary employees who are employed by a “political office holder”.

**NOTE: Departmental temporary employee’s salary and conditions of employment are the same as permanent employees.**

#### (ii) School Administrative and Support Staff

The *Education (School Administrative and Support Staff) Act 1987* states that school and administrative support staff maybe employed on a temporary basis in any classification.

The Act states that a temporary employee may be employed for a period not exceeding 4 months, but may, from time to time, be employed at the end of that period or any subsequent period for a further period not exceeding 4 months.

Further, the Act states that a person must not be employed under this section for a continuous period of 12 months, or two or more periods that together are in excess of 12 months in any period of 2 years.

#### **CASE STUDY ONE – School Learning Support Officers**

In late 2010 the Public Service Association won permanency for approximately 4,000 long term temporary School Learning Support Officers.

In 2007 the Association conducted a survey of its members and as a result became aware that many School Learning Support Officers had had a series of temporary appointments for periods well in excess of 12 months, and in some cases for periods over ten years, and in one case 29 years. All of the 4,000 temporary staff had to reapply for their jobs at the beginning of each school year or school term.

The Association produced a you tube video that outlined the problems that long term temporary staff faced. Which can be accessed by going to this link <http://www.youtube.com/watch?v=ReTf9x6hhr4>

On the video long term temporary School Learning Support Officer, Elizabeth Gawthorne, explains what it is like to be a long term temporary employee.

“I’m always asked back every year, for the last ten years. So I must be doing something right.”

“I have good rapport with the kids but it is the job security, just knowing that I got all of this experience and that at the end of the year I could be let go and I’d have to go and find a job somewhere else, start again somewhere else. Other schools don’t know who I am and what I am capable of doing.”

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In 2009 the Association presented a petition with 3,000 signatures to the then Minister for Education, Verity Firth.

In late 2010 the Minister agreed to develop criteria to appointment long term temporary School Learning Support Officers to permanent positions

There are a range of agreed criteria for appointing long term temporary School Learning Support Officers to permanent positions including the ongoing need and funding for a permanent SLSO, and that the SLSO must have at least two years continuous service at the school.

The PSA is concerned that devolved decision making initiatives driven by both the State and Federal Governments will undermine these recent gains and lead to an escalation of insecure work for school staff. The Federal Government's *Empowering Schools* and the NSW Government's *Local Schools, Local Decisions* initiatives, focus on devolving decision making but only as it relates to budgets, staffing and resources.

This type of devolution policy has the potential to undermine employment security as outgoing permanent staff are increasingly replaced with temporary staff on the premise that it increases the capacity of Principals to determine the staffing mix for their school on an ongoing basis, and increases their capacity to remove so-called underperforming staff

#### 4. CASUAL EMPLOYMENT IN THE NSW PUBLIC SECTOR

Casual employment only became a feature of public sector employment in 2002 when the PSEM Act was amended to allow casual employment. The intended purpose of the new provisions were identified in the Second Reading Speech of the then Minister, the Honourable John Della Bosca, in the Legislative Council on 18 June 2002 as follows:

*Under the new provisions there will be three categories of employment in public service departments: ongoing as an officer, temporary or casual. The bill introduces temporary employment for a period of up to three years in specific circumstances—for example, when recurrent funding is not available or when there is a specific time frame for a project. Employment for periods in excess of 12 months will be subject to merit selection. Longer-term temporary employment—as opposed to four months—will provide greater financial security for employees. The bill also recognises a category of casual employment. Casual work is justified in certain circumstances—for instance, when there are unplanned absences in critical front-line positions. It is defined as employment for work that is irregular or intermittent. Casual employment is to be used only when a department's workload needs to be addressed in the short term or in an urgent or emergency situation. **Direct engagement of casual employees is to be preferred to the use of staff provided by labour hire firms.***

*I reiterate at this point that the Government has made a strong public commitment to preventing the casualisation of employment within the New South Wales public sector, and the bill makes it clear that the usual method for employment in the public service is ongoing, as a permanent officer.*

Section 38 of the PSEM Act allows for the employment of casual employees. This section of the PSEM Act states that a person may be employed as a casual employee:

- (a) to carry out work that is irregular or intermittent, or
- (b) to carry out work , on a short-term basis, in an area of the Department with a flexible workload, or
- (c) to carry out work of a position for a short period pending the completion of the selection process for the position, or
- (d) to carry out urgent work or to deal with an emergency.

**Again it must be noted that the Act states that officers should usually be appointed permanently.**

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#### (i) Casual Pay Rates and minimum hours

The *Crown Employees (Public Service Conditions of Employment) Award 2009* states that casual employees are to be engaged for a minimum of three consecutive hours for each day worked.

The Award states that the ordinary hourly pay rate is calculated by dividing the annual salary (as per the *Crown Employees (Public Sector – Salaries 2008)* by 52.17857, then dividing the weekly rate by the weekly hours worked of the classification. (That is either 35 hours or 38 hours per week).

The casual loading is 15% on Monday to Fridays, 50% on Saturdays, 75% on Sundays and 150% on public holidays.

Casuals also receive a 1/12<sup>th</sup> loading in lieu of annual leave.

#### **CASE STUDY TWO - Correctional Officers**

In 2008 Corrective Services NSW (CSNSW) implemented a policy of only employing casual Correctional Officers. As a result of this policy approximately 300 casual correctional officers were engaged by CSNSW.

Casual Correctional Officers are unable to do the full range of duties as a permanent officer, as they are classed as the equivalent of a probationary correctional officer.

In 2010 the PSA ran a case in the Industrial Relations Commission of NSW seeking declarations by the Court that the employment of casuals by CSNSW to perform the work of long term vacant officer positions was inconsistent with certain provisions of the *Public Sector Employment Management Act 2002* ('the PSEM Act') and, accordingly, not permitted by law. (**Public Service Association and Professional Officers' Association Amalgamated Union of New South Wales v Department of Justice and Attorney General (Corrective Services NSW) [2010] NSWIRComm 148**)

The Commission did not grant the orders sought by the Association. However in his decision Justice Boland identified that in some instances casual correctional officers were not being engaged for the purpose of carrying out work that is available on an irregular or intermittent basis. On the other hand Justice Boland did recognise that were circumstances were the engaged of casual correctional officers was consistent with the provisions of the PSEM Act.

As a result of this dispute CSNSW agreed to convert 70 casual Correctional Officers to permanent employment.

However, in 2011 the newly elected Liberal Government slashed jobs in CSNSW, with the result being that most casual Correctional Officers were not re-engaged by CSNSW.

## **5. LABOUR HIRE IN THE NSW PUBLIC SECTOR**

#### (i) Extent of labour hire in the NSW public sector

In early 2011, the PSA sought information under the *Government Information (Public Access) Act 2009* pertaining to the extent of the use labour hire in the NSW public sector. The report was prepared by the Department of Services, Technology and Administration (DSTA) and showed that in 2009-2010 a total of \$385,246,021 was spent on labour hire staff. A total of eighteen private sector organisation supplied labour hire staff in that year. (see table 1.1)

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**TABLE 1.1 Suppliers of labour hire staff by money spent 2009-2010**

Supplier Name	Total
Smalls & Associates Pty Ltd	\$ 65,593,041
Ranstad Pty Ltd	\$ 56,384,992
Peoplebank Australia Ltd	\$ 51,820,924
Talent International (NSW) Pty Ltd	\$ 45,537,302
Finite Recruitment Pty Ltd	\$ 32,790,848
Quay Appointments	\$ 28,586,984
RossJuliaRoss	\$ 22,112,776
Hays Specialist Recruitment	\$ 20,758,095
Workforce International	\$ 14,590,912
Paxus	\$ 12,914,755
Clicks Recruit Pty Ltd T/A Click Recruitment	\$ 11,206,740
Hamilton James & Bruce	\$ 6,988,117
Chandler Macleod Group	\$ 6,806,658
Hudson	\$ 5,878,632
Michael Page International	\$ 2,412,008
IPA	\$ 797,163
Australia Personnel	\$ 34,915
Rubicor	\$ 31,141
<b>GRAND TOTAL</b>	<b>\$385,246,021</b>

The top 5 agencies that spent the most on labour hire staff were the Roads and Traffic Authority, Department of Education and Training, Businesslink, NSW Health and the Department of Services, Technology and Administration. (see table 1.2)

**TABLE 1.2 Amount spent on selected NSW Government agencies on labour hire staff 2009-2010**

Agency	Amount Spent
RTA	\$72,282,609
Department of Education and Training	\$56,705,170
Businesslink	\$28,459,479
Department of Health	\$22,507,049
Community Services	\$19,437,791
Department of Services, Technology and Administration	\$17,391,454
Housing NSW	\$16,344,239
NSW Police	\$15,298,449
Attorney General's	\$14,738,018
Environment and Climate Change	\$10,974,639
NSW Transport	\$ 9,478,878
TAFE Commission	\$ 8,298,263
Ageing, Disability and Home Care	\$ 5,286,832
Corrective Services	\$ 2,609,037
NSW Fire Brigades	\$ 3,840,641
Department of Premier and Cabinet	\$ 3,485,891
Department of Industry and Investment	\$ 762,683
Legal Aid Commission	\$ 182,551

In 2009 -2010 a total of 10,372 labour hire staff were engaged across the NSW public sector with a total of 6,103,960 hours worked. (see table 1.3)

**TABLE 1.3 Number of labour hire staff engaged and hours worked in selected agencies in 2009 -2010**

Agency	Staff employed	Hours worked
RTA	1,663	1,328,123
Education and Training	989	797,723
Department of Health	718	344,296
Businesslink	499	359,942
Housing NSW	498	259,454
DSTA	479	262,460
TAFE Commission	454	246,195
Attorney General's	420	185,872
Environment and Climate Change	381	214,504
Community Services	337	246,086
NSW Police	319	218,976
NSW Transport	209	117,523
Ageing, Disability and Home Care	186	98,617
Department of Premier and Cabinet	164	63,207
NSW Fire Brigades	135	64,290
Corrective Services	85	54,481
Industry and Investment	48	13,369
Legal Aid Commission	12	2,833

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### (ii) 2010 -2011 data

At the time of writing this submission the Association received the equivalent data for the 2010 -2011 financial year. The data showed that the total amount spent by the NSW public sector in 2010 – 2011 on labour hire staff increased dramatically to \$468,057,260.

**TABLE 1.4 Suppliers of labour hire staff by money spent 2010-2011**

Supplier Name	Total
Peoplebank Australia Limited	60,569,970
Talent International (NSW) Pty Ltd	60,169,043
Randstad Pty Limited	57,185,497
Small & Associates Pty Ltd T/A Greythorn Smalls	52,127,563
Finite IT Recruitment Pty Ltd Consortium	43,799,227
RossJuliaRoss	39,127,085
Quay Appointments	39,054,320
Hays Specialist Recruitment	31,122,242
Paxus	15,242,064
Workforce International	14,571,940
Clicks Recruit Pty Ltd T/A Click Recruitment	13,620,129
Chandler Macleod Group	10,120,056
Hamilton James Bruce Pty Ltd	9,419,937
Michael Page	8,455,583
IPA	7,729,122
Hudson	5,301,401
Challenge Recruitment Ltd	375,053
Australia Personnel	67,025
<b>GRAND TOTAL</b>	<b>\$ 468,057,260</b>

The top five agencies that spent the most on labour hire 2010 – 2011 are Transport NSW, Education and Communities, Department of Finance and Services, Department of Family and Communities and Department of Trade and Investment, Regional Infrastructure and Services. (see Table 1.5). In 2011 the new Liberal Government created 8 mega departments – list of the bodies included in each mega Department can be found in Attachment B – Definitions of mega Departments.

**TABLE 1.5 Amount spent by NSW Government mega Departments on labour hire staff 2010-2011**

Agency	Amount Spent
Transport	104,821,170
Education & Communities	70,652,681
Finance & Services	63,984,300
Family & Community Services	59,780,967
Trade & Investment, Regional Infrastructure & Services	54,420,670
Attorney General & Justice	49,591,943
Health	39,936,087
Premier & Cabinet	23,082,006
Treasury	1,787,438
<b>GRAND TOTAL</b>	<b>468,057,260</b>

In 2010 – 2011, 11,976 labour hire staff were engaged by the NSW public sector with 7,031,982 hours worked. (See table 1.6)

**TABLE 1.6 Number of labour hire staff engaged and hours worked in mega Departments 2010-2011**

Agency	Staff employed	Hours worked
Attorney General & Justice	1,511	732,184
Education & Communities	1,852	1,170,167
Family & Community Services	1,458	894,102
Finance & Services	1,543	896,176
Health	1,461	760,450
Premier & Cabinet	1,037	425,843
Trade & Investment, Regional Infrastructure & Services	986	575,242
Transport	2,086	1,555,560
Treasury	42	22,259
<b>GRAND TOTAL</b>	<b>11,976</b>	<b>7,031,982</b>

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#### (iii) Procurement Guidelines

There are strict procurement guidelines that an agency must follow to engage labour hire staff. These guidelines are outlined in the document *Contract 100 – Contingent Workforce Contact. (Contract 100)*

*Contract 100* states that NSW Government Agencies “may have a requirement” to hire “contingent labour” in the following situations:

- To replace personnel for short periods
- To engage personnel quickly
- To obtain personnel with particular skills
- To cover unexpected vacancies
- To work on projects
- To meet the need for extra personnel during busy periods
- To meet recruitment needs in changing times
- To cover unexpected increases in workloads

These requirements do not differ to those in the *Public Sector Employment and Management Act 2002* that regulate the employment of temporary and casual staff in the NSW public sector. The Association is of the strong view that the use of labour hire staff is not necessary considering that the PSEM Act allows for the employment of casual staff.

This view was supported by the Government of the day when the PSEM Act was amended to allow for the employment of casual staff in the NSW public service. The then Minister, the Honourable John Della Bosca, in the Legislative Council on 18 June 2002 said:

***Direct engagement of casual employees is to be preferred to the use of staff provided by labour hire firms.***

#### (iv) Pay Rates

*Contract 100* refers to Personnel Pay Rate bands for pricing a job, as well as providing minimum and maximum rates. *Contract 100* also states that Suppliers are obligated to comply with minimum award pay rates were they exist.

The Association has obtained the Personnel Pay Rate bands for each of the sixteen Suppliers, and it is clear that these rates do not directly correlate to the salary rates for public sector workers paid under the *Crown Employees (Public Sector – Salaries 2008) Award*. (See Attachment B - an example of a Price Schedule from Randstad)

In many cases the Personnel Pay Rates provided are less than what a casual public servant paid under the *Crown Employees (Public Sector – Salaries 2008)* would expect to be paid. For example, the maximum rate for an Administrative Assistant engaged through Randstad is the equivalent to what a casual public servant engaged as a Step 4 General Scale Clerk, which is the minimum rate for a twenty year old clerk in the public service. Likewise, an accountant can expect to be paid anywhere from the equivalent of a casual Step 11 General Scale Clerk to a casual Grade 7 Clerk rate of pay. A permanently employed qualified accountant employed by the NSW public sector would expect to be paid at, at least Clerk Grade 7 level. (See Attachment C - comparing Randstad rates with casual public sector rates)

In addition, there does not seem to be any fair and transparent process in determining at which Personnel Pay rate a person is paid. It seems to be purely arbitrary.

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## 6. NSW AUDITOR GENERALS' REPORTS TO PARLIAMENT

Each year the NSW Auditor-General reports to Parliament on a range of issues including the employment of contract employees in the NSW public sector. (NOTE: 'Contract employees' are referred to as labour hire staff else where in this submission)

What is interesting is that many agencies report to not have a central registrar of contract employees, and have inconsistent methods of managing contracts. For example, in the 2010 the Land and Property Management Authority reported that:

*However, the Authority does not have a central registry of all contractors and is unable to determine how many contractors are working at one time and how long they have been engaged by the Authority.*

In addition, many agencies also noted that they needed to assess the risk of losing critical business knowledge when the contractors left the agency.

### (i) Length of time contractors engaged

Most agencies reported that because they did not keep a central register of contractors they were unable to report accurate figures as to how many contractors were engaged and the period of service. However, some agencies did report engage contractors for long periods. This information is provided in Table 6.1.

**Table 6.1 Contractors engaged in excess of 12 months 2009 -2010**

Agency	Number of contractor engaged for at least 12 months	Number of contractor engaged for at least 2 years	Number of contractor engaged for at least 3 years	Number of contractor engaged for at least 5 years
Department of Human Services	-	65	42	-
NSW Businesslink Pty Ltd	-	-	53	34
Department of Environment, Climate Change and Water	120	-	-	3
Department of Premier and Cabinet	"some contractors"			
RTA	"56.6% of contractors"			Longest more than 8 years"
Historic Houses Trust	-	-	3	1

### (ii) Reasons for engaging contractors

It is worth noting that the RTA advised the Auditor-General that the reasons contractors are used by the Authority are:

- skill shortages in engineering and information technology
- salaries offered being below comparables available in the industry
- New South Wales Government recruitment freeze
- Construction and information technology industry norms within of using contingent workforces
- Growth in the overall road program due to higher Australian Government funding levels.

### (iii) Auditor – Generals' recommendations

The Auditor- General made the following recommendations to many Government agencies in relation to the engagement of contractors in the NSW public sector:

I

### Employment of Contractors

I recommend the Department create and maintain a single record of all contractors engaged by it.

The Department should also periodically review the roles and responsibilities of all its contractors to ensure:

- its reliance on contractors is not excessive
- use of contractors instead of permanent employees is appropriate
- contractors do not become de facto employees by virtue of being with the Department for an extended period of time

use of contractors continues to represent value for money.

### 7. WOMEN

Women predominate in insecure employment in the public sector with 71.15% of temporary employees and 70.25% of casual employees being women.

There are reports of pregnant women not having their contracts renewed or being afraid of starting a family for fear of losing their jobs.

There is no equivalent data relating to labour hire staff.

#### **CASE STUDY THREE – Having a baby and long term temporary employment.**

In 2010 the Association's Women's Industrial Officer represented a member who had been a long term temporary employee in the NSW public sector for nearly seven years.

The member had just had a baby and was not offered further employment in the NSW public sector. She had also not been paid pro rata extended leave, or redundancy payment. The Association made representations on behalf of the member and was advised that the agency would not be paying her entitlements as she had not been "terminated." When pushed, the employer representative admitted that the member was not offered ongoing employment because she was pregnant and about to have a baby.

The Association notified a dispute in the Industrial Relations Commission of NSW and the matter was successfully conciliated.

### 8. OTHER PROBLEMS WITH LABOUR HIRE

The expansion of labour hire in the NSW public sector raises a number of problems that relate to both the workplace rights of public sector workers and the integrity of the public sector. These include:

1. The engagement of labour hire staff undermines the merit selection process leaving open the opportunity for nepotism, cronyism and corruption.
2. The notion of the ability of the public sector to be able to provide "frank and fearless" advice to Government is weakened when staff expected to give that advice have no security of employment.
3. The real costs of wages expenditure is hidden when labour hire staff are engaged.
4. Labour hire is the privatisation of the public sector by stealth.
5. Wages and conditions of public sector staff are undermined.

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## 9. HIGHER EDUCATION – UNIVERSITY AND TAFE

### (i) Ability of Government to impose employment conditions.

In recent years we have seen our members affected by Government intervention in respect to conditions of employment, primarily through linking funding to the requirement to change. This was most pronounced in 2005-2007 with the Federal Government's Higher Education Workplace Relations Reforms (HEWRRs)<sup>1</sup>.

The HEWRRs imposed a set of conditions which Universities were required to meet in order to receive all their funding. While the main conditions were predetermined, the final enterprise agreements were subject to departmental advice on whether the Agreements would conform.

The imposed conditions were aimed at reducing union involvement, reducing job security measures and promoting the use of Australian Workplace Agreements, (AWAs) as statutory individual agreements under the then WorkChoices legislation.

More recently we have seen the NSW Government impose a 2.5% wage rise cap, with additional pay rises conditional on employee related cost savings with "guaranteed minimum conditions". These requirements are not currently linked to funding, but are implemented through legislation and public sector policy<sup>2</sup>.

The New South Wales Audit Office makes recommendations annually on the performance of public sector agencies, including Universities. Some of these recommendations relate to workforce matters and conditions of employment.<sup>3</sup>

### (ii) Insecure Employment in Higher Education

PSA members face insecure work in Higher Education primarily due to funding. Employers are reticent to engage permanent staff where funding is uncertain. This increases the incidence of fixed term employment and temporary staff.

Universities are under pressure from contingent funding through grants and other externally funded sources. A majority of research grants are not provided from ongoing funds. With uncertain income from full fee paying students, employees are often refused ongoing employment. Approximately 55% of NSW University funding is from Australian Government grants and HECS receipts.<sup>4</sup>

The Department of Education, Employment and Workplace Relations places the Full Time Equivalent level of casual employees at approximately 17% of Full Time Equivalent staff, inclusive of academics. For non-academic staff, DEEWR reports 2,061 FTE casuals out of 6,114 FTE staff, inclusive of casuals.<sup>5</sup>

Historic restrictions on the use of fixed term contracts linked to eternal funding grants, has increased the use of casuals where these restrictions are onerous. Improvements to industrial entitlements, including conversion to ongoing for casuals and fixed term staff without exemptions, could improve levels of secure employment.

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<sup>1</sup> An example of the HEWRRs can be found at <http://www.une.edu.au/hrs/hewrrs/>

<sup>2</sup> NSW Department of Premier and Cabinet, [http://www.dpc.nsw.gov.au/announcements/ministerial\\_memoranda/2011/m2011-10\\_nsw\\_public\\_sector\\_wages\\_policy\\_2011](http://www.dpc.nsw.gov.au/announcements/ministerial_memoranda/2011/m2011-10_nsw_public_sector_wages_policy_2011)

<sup>3</sup> NSW Auditor General's Report, Volume Two 2011, p 25-31 [http://www.audit.nsw.gov.au/ArticleDocuments/191/06\\_Vol\\_2\\_2011\\_Universities\\_Overview.pdf.aspx](http://www.audit.nsw.gov.au/ArticleDocuments/191/06_Vol_2_2011_Universities_Overview.pdf.aspx)

<sup>4</sup> NSW Auditor General's Report Volume Two, 2011, p. 34

<sup>5</sup> Selected Higher Education Statistics, Staff 2011, Department of Education, Employment and Workplace Relations.

<http://www.deewr.gov.au/HigherEducation/Publications/HEStatistics/Publications/Pages/Staff.aspx>

## Independent Inquiry into Insecure Work in Australia

### Submission from the Public Service Association of NSW – January 2012

One measure introduced by the PSA at the University of NSW was a new category of employment called 'Continuing (Contingent Funded Research) Employment'. This alleviates the employer's concerns relating to external, limited term funding contracts and offers employees increased job security.

TAFE NSW non-teaching staff face tightening funding pressures, increasing insecure employment. The Sydney Morning Herald reported that *"from 1997 to 2007 show NSW has slashed more than \$550 million from its annual spending"*.<sup>6</sup> Between 2008 and 2011 student to FTE ratio has increased from 1:31.6 to 1:35.1.<sup>7</sup>

PSA members have reported that TAFE Colleges no longer backfill non-teaching staff positions during semester and only backfill when staff use long service leave. TAFE staff are paid long service leave from Treasury budgets not from TAFE budgets. This is indicative of the tight budget pressures Colleges operate under, increasing workloads and workplace related stress for their employees.

TAFE NSW continued to engage class support staff on a permanent part year form of employment until the PSA successfully applied to the NSW Industrial Relations Commission to cease this practice as this was an illegal form of employment from 2006.

Increased funding for TAFE NSW is urgently required to provide sustainable workloads and secure employment for TAFE NSW non-teaching employees.

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<sup>6</sup> Sydney Morning Herald, TAFE Cuts will cost \$20b in revenue, <http://www.smh.com.au/national/tafe-cuts-will-cost-20b-in-revenue-20090928-g98z.html#ixzz1f3UEp5j3>

<sup>7</sup> [http://www.budget.nsw.gov.au/\\_data/assets/pdf\\_file/0016/18250/bp3\\_03educ\\_and\\_comm.pdf](http://www.budget.nsw.gov.au/_data/assets/pdf_file/0016/18250/bp3_03educ_and_comm.pdf)

## **10. RECOMMENDATIONS**

Whilst the PSEM Act has an emphasis on the engaged of permanent officers over temporary or casual officers, insecure employment in the NSW public sector is on the increase. Accordingly, the Association is concerned with the increasing engagement of temporary and casual employment in the NSW public sector. In addition, the Association is alarmed at the high rate of labour hire staff being engaged in the sector. The Association's concerns range from the erosion of workplace rights for our members to the undermining of the probity of government.

Accordingly, the Association puts forward the following recommendations to the Inquiry for its consideration.

### **(i) Legislative change**

- (a) The Association supports legislative change that limits the use of casual employment to irregular and intermittent work,
- (b) Legislation that requires all employees who are engaged on an ongoing and regular basis for more than 12 months with the same employer to be employed on a permanent basis,
- (c) Legislative change that requires that employees of labour hire companies be engaged under the same industrial instruments of the majority of staff at that work site.

### **(ii) Government employers**

It is obvious from the evidence provided in this submission that the NSW Government requires additional staff to perform the functions of government. Accordingly, the Association calls on the NSW Government to:

- (a) Engage more permanent public servants in place of temporary, casual and labour hire staff,
- (b) Increase salaries to attract the staff that agencies are reporting they are having trouble engaging on a permanent basis, and
- (c) The establishment of a central Government agency to provide permanent pool staff to fill unexpected and short term staff vacancies as they arise across the public sector.

### **(iii) Procurement Policy**

In the event that a Government agency does engage labour hire staff, Government procurement policies must require the following:

- (a) Employees of labour hire companies be engaged under the industrial instruments applying to the majority of staff at that work site
- (b) Labour hire staff have a right to join a union
- (c) Labour hire staff must have access to the same dispute resolution procedures as the majority of staff at that worksite

### **(iv) Union Coverage**

The Association supports the rights of all workers to join the appropriate trade union. In the case of labour hire employees, the Association supports the ACTU in developing policy to ensure that workers are able to join the union that covers the majority of workers at the worksite that they are engaged.

### **(v) Special Commission of Inquiry into labour hire in the public sector**

Due to the increasing use of labour hire in the NSW public sector the Association supports the establishment of a Special Commission of Inquiry into labour hire in the public sector.

ATTACHMENT A  
SUBMISSION FROM THE PUBLIC SERVICE ASSOCIATION OF NSW

5.5 Size of Workforce: Full Time Equivalent (FTE) at Census Period 2010 by Employment Category and Gender

All Employees	Male			Female			Total	
	Sum	Category %	Gender %	Sum	Category %	Gender %	Sum	Category %
Permanent	112,335	83.08%	44.17%	141,974	76.34%	55.83%	254,309	79.18%
Temporary Grouping	11,273	8.34%	28.85%	27,798	14.95%	71.15%	39,072	12.16%
Contract-Exec	1,549	1.15%	77.20%	458	0.25%	22.80%	2,007	0.62%
Contract Non-Exec	1,029	0.76%	72.09%	398	0.21%	27.91%	1,427	0.44%
Casual	6,133	4.54%	29.75%	14,485	7.79%	70.25%	20,618	6.42%
Statutory Appointees	345	0.26%	54.45%	289	0.16%	45.55%	634	0.20%
Other	2,555	1.89%	81.85%	567	0.30%	18.15%	3,121	0.97%
<b>Total</b>	<b>135,220</b>	<b>100.00%</b>	<b>42.10%</b>	<b>185,968</b>	<b>100.00%</b>	<b>57.90%</b>	<b>321,188</b>	<b>100.00%</b>

\* Temporary Grouping includes Temporary, Temporary Teachers (DET) and Graduates

\* Contract-Exec includes Contract - Executive, Contract - Executive SES Equivalent and Health Executive Service

5.6 Size of Workforce: Full Time Equivalent (FTE) at Census period 2010 by Cluster and Employment Category

Cluster	Permanent	Temporary Grouping	Casual	Contract	Other	Total
Premier & Cabinet	1,551	219	28	176	0	1,974
Treasury	3,216	276	6	141	17	3,655
Communities	2,284	520	338	111	14	3,268
Human Services	15,441	2,346	998	66	30	18,881
Health NSW	78,436	13,542	4,149	58	179	96,364
Education & Training	65,785	17,674	14,571	93	68	98,191
Planning	2,252	272	24	60	1	2,609
Industry & Investment	15,767	765	130	1,233	1,698	19,594
Transport	25,934	699	72	632	1,097	28,434
Environment, Climate Change & Water	7,646	1,172	206	669	56	9,749
Services, Technology & Administration	2,874	436	3	37	31	3,380
Justice & Attorney General	10,693	898	74	61	634	12,359
Police & Emergency Services	23,463	383	30	114	3	23,994
<b>Total</b>	<b>255,342</b>	<b>39,202</b>	<b>20,629</b>	<b>3,451</b>	<b>3,828</b>	<b>322,452</b>

\* Temporary Grouping includes Temporary, Temporary Teachers (DET) and Graduates

\* Contract-Exec includes Contract - Executive, Contract - Executive SES Equivalent and Health Executive Service

## **ATTACHMENT B - DEFINITIONS OF MEGA DEPARTMENTS**

**Attorney General and Justice** includes the Anti-Discrimination Board, Corrective Services, Crown Solicitor's Office NSW, Department of Attorney General & Justice, District Court of New South Wales, Information and Privacy Commission, Judicial Commission, Juvenile Justice, Legal Aid Commission, Local Courts of NSW, NSW Police Force, NSW Public Guardian, NSW Trustee and Guardian, Office of the Director of Public Prosecutions, Office of the Professional Standards Councils, Office of the Sheriff, Public Defenders Office, Registry of Births Deaths and Marriages, Rural Fire Service, State Emergency Service, Supreme Court Of NSW, Victims Compensation Tribunal, Victims Services.

**Education and Communities** includes Aboriginal Affairs, Commission for Children and Young People, Community Relations Commission, Department of Education & Training, NSW Adult Migrant English Service, Office of Communities, Sydney Olympic Park Authority, TAFE.

**Family and Community** includes Aboriginal Housing Office, Ageing, Disability and Home Care, Community Services, Department of Family & Community Services, Housing NSW, NSW Businesslink Pty Ltd, Registrar of Community Housing.

**Finance and Services** includes Aust. Centre for Advanced Computing and Communications, Department of Finance and Services, Land and Property Information, Long Service Corporation, Motor Accidents Authority, NSW Land and Housing Corporation, Office of State Revenue, Pillar Administration, State Property Authority, State Records Authority, Sydney Water Corporation, Teacher Housing Authority, WorkCover Authority.

**Health** includes Health only.

**Premier and Cabinet** includes Aboriginal Trust Fund Repayment Scheme, Audit Office Of NSW, Barangaroo Delivery Authority, Building Professionals Board, Centennial Park and Moore Park Trust, Commonwealth Rehabilitation Service Australia, Department of Planning and Infrastructure, Department of Premier & Cabinet, Environmental Trust, Historic Houses Trust, Hunter Development Corporation, Independent Commission Against Corruption, Jenolan Caves Reserve Trust, Landcom, Local Government Division, National Parks and Wildlife Service, Natural Resources Commission, NSW Electoral Commission, Office of Environment and Heritage, Office of the Governor of NSW, Ombudsman's Office, Parliament of NSW, Parliamentary Counsel's Office, Parramatta Park Trust, Police Integrity Commission, Redfern Waterloo Authority, Royal Botanic Gardens & Domain Trust, Sydney Harbour Foreshore Authority, Taronga Conservation Society Australia, The Office of Western Sydney-NSW.

**Trade & Investment, Regional Infrastructure & Services** includes Agriculture, Arts NSW, Catchment Management Authorities, Chipping Norton Lake Authority, Crown Lands, Destination NSW incl. Tourism, Events, Homebush Motor RA, Energy Corporations, Forests NSW, Industry and Investment, Lake Illawarra Authority, Livestock Health and Pest Authorities, Mine Safety, Mine Subsidence Board, Office of Liquor, Gaming and Racing, Office of Water, Primary Industries, Regional Development, Rural Assistance Authority, State Library, State Water, NSW Office of Water, Sydney Catchment Authority, Sydney Metropolitan Catchment Management Authority.

**Transport** includes Department of Transport, NSW Maritime, Office of Transport Safety Investigations, Ports Corporations, Public Transport Ticketing Corporation, RailCorp, Roads and Traffic Authority, State Transit Authority, Sydney Buses, Sydney Ferries, Sydney Metro Authority,

**Treasury** includes NSW Self Insurance Corporation and NSW Treasury

# ATTACHMENT C – RANSTAD PAY RATES

## Price Schedule - Contingent Workforce

Contract 100

- Category A (Administration)
- Category B (Finance)
- Category C (Specialist)
- Category D (Industrial)
- Category E (Professional)
- Category F (Technical)
- Category G (ICT – Network and Equipment)
- Category H (ICT – Management, Implementation and Support)
- Category I (ICT - Applications, Databases and Systems)

Ensure you review the pricing applicable to the appropriate **Category and Supplier** for your requirements. Final pricing will be determined by your temporary staff requirement and tenure.

### DEFINITIONS

#### Total Hourly Rate

The GST exclusive price per hour of supply charges to the customer and consists of the following components:

**PAYG Personnel** - (Personnel's Pay Rate + Workers Compensation rate + Superannuation + Payroll Tax + Margin)

**Non-PAYG Personnel (i.e. Contractors)** - (Personnel's Pay Rate + Workers Compensation rate + Payroll Tax + Margin)

#### Personnel's Pay Rate

**PAYG Personnel** -The hourly rate paid to the Specified Personnel exclusive of all Statutory Charges (i.e. Payroll tax and Superannuation), Margin and Workers Compensation rate.

**Non-PAYG Personnel (i.e. Contractors)** - The gross hourly amount invoiced and actually paid to the contractor (Specified Personnel) including Superannuation, GST and whatever else the gross amount may include. This hourly rate does not include amounts not paid to the contractor and is exclusive of all other Statutory Charges (i.e. Payroll tax), Margins and Workers Compensation Rate.

#### Statutory Costs

May include such things as Superannuation levy, Payroll tax and any other government taxes or levies and must accurately reflect the *actual* Government tax and levy costs of providing the tendered personnel.

#### Workers Compensation Rate

Temporary Personnel under the proposed Agreement (Non-PAYG Personnel such as contractors and PAYG Personnel) are 'deemed workers' for the purposes of workers compensation. Workers Compensation Insurance levies therefore form part of the Total Hourly Rate for both PAYG and Non-PAYG Personnel. Workers Compensation levy is calculated based on 'Wages' as prescribed by WorkCover NSW and it is the tenderer's responsibility to ensure that these are accurately calculated for the purposes of pricing under the proposed Agreement.

#### Margin

Comprises the tenderers administrative costs/overheads (including insurances (such as professional indemnity where applicable and public liability) to the minimum levels specified in Part D) and profit. Margins are exclusive of Statutory Charges, Personnel's Pay Rate, Workers Compensation Rate or any other charges. NB: The Margin is not paid on penalty / overtime rates. Margin is only paid on actual hours worked by Specified Personnel during the Service Period. Where the Customer has placed an order for Specified Personnel (or their replacement) to perform further work within two weeks of expiry of a prior Customer Contract and the work is substantially similar to the work performed under the prior Customer Contract, the prior Service Period plus the additional Service Period will be considered one continuous Service Period for the calculation of the Margin in the new Customer Contract.

#### Payroll Only Margin

Where no sourcing is required and the Customer requests Payroll Only services for a pre-identified Temporary Personnel, normal Margin rates will **not** apply. In this instance, the Payroll Only reduced Margin will replace the standard Margin component in forming the Total Hourly Rate.

#### Placement

"Placement" is a Customer Contract where the Temporary Personnel specified (and/or their replacement) is required for the same / substantially same role with consecutive assignments and these consecutive assignments have less than two (2) weeks break between durations of working for the same Customer. Minimum Placement durations may be a 4 hour period. Durations have been calculated as follows:

- less than or equal to 1 Month (minimum 4 hours up to and less than 1 month) calculated as 4 weeks
- less than or equal to 3 Months (minimum 4 hours up to and less than 3 months) calculated as 12 weeks
- 6 Months (6 months and longer, but less than 9 months) calculated as 26 weeks
- 9 Months (9 months and longer, but less than 12 months) calculated as 36weeks
- 12 Months (12 months and longer) calculated as + 52 weeks

#### Employment with Customer within first 3 months of Service Period

In accordance with Part D Clause 4.11 Engagement - where an offer of employment is not the result of a merit selection process, and where the Customer offers any of the Specified Personnel employment under its own conditions of employment, and that offer is accepted and the Specified Personnel commences such employment with the Customer within the first three months of the Service Period, the Customer shall pay to the Contractor a one-off charge.

#### Alternative Cost Structure

Alternative Cost Structure = Sourcing fee (a one-off lump sum payment) + Total Hourly Rate. NB: The Margin component of the Total Hourly Rate in the Alternative Cost Structure will be the Payroll Only Margin.

ATTACHMENT C – RANSTAD PAY RATES

**ORGANISATION NAME**      **Randstad**

**ADMINISTRATION CATEGORY**

**Personnel Pay rates by job title**

Role	Min Pay Rate	Max Pay Rate	Mode Pay Rate	Sourcing Fee
Office Support	\$ 19.11	\$ 27.00	\$ 24.00	\$ 2,020.00
Administration Assistant	\$ 19.80	\$ 27.00	\$ 24.00	\$ 2,020.00
Customer Service Officer	\$ 19.80	\$ 25.00	\$ 21.50	\$ 1,500.00
Receptionist / Switchboard Operator	\$ 19.80	\$ 25.00	\$ 21.00	\$ 1,500.00
Data Entry Operator	\$ 19.11	\$ 23.00	\$ 21.00	\$ 1,500.00
Executive Assistant	\$ 25.00	\$ 35.00	\$ 30.00	\$ 2,050.00

**Please note:** The above rates are *indicative only*, please contact the vendor for the current rate of pay.

**Margin for PAYG and Non-PAYG Personnel**

**Hourly Margins based on Pay Rates and on Duration**

Duration (Months)	Up to \$19.00	\$19.01 - \$22.00	\$22.01 - \$30.00	\$30.01+
Payroll Only	\$ 1.59	\$ 1.85	\$ 2.52	\$ 2.94
1 month or less	\$ 2.37	\$ 2.44	\$ 3.44	\$ 5.28
Greater than 1 month - 3 months	\$ 2.37	\$ 2.44	\$ 3.44	\$ 5.28
Greater than 3 months	\$ 2.25	\$ 2.34	\$ 3.25	\$ 5.01

**Statutory Costs**

Workers Compensate Percentage Rate	2.00%
Superannuation Rate	9.00%
Payroll Tax	In accordance with current rate

**Temporary to Permanent Charges**

Where an offer of employment is not the result of a merit selection process, and where the Customer offers any of the Specified Personnel employment under its own conditions of employment, and that offer is accepted and the Specified Personnel commences such employment with the Customer within the first three months of the Service Period, the Customer shall pay to the Contractor a one-off charge.

**Indicate Formula:-**

**Our placement fee within the first 3 months is discounted to 8% in this category. Our formula is: Total Annual Salary (inclusive of Super) x 8%. Total Annual Salary = (Hourly personnel pay rate x 38 hours) x 52 weeks x 1.09 Super i.e. (\$35.00 pay rate x 38 hours per week x 52 weeks per annum) x 1.09 Super = \$75384.40 Total Salary x 8% fee = Total fee of \$6030.75. Please note: this is the maximum charge rate only based on our quoted maximum personnel pay rate for this category of \$35.00. Our temp to perm fees will be calculated on the actual personnel pay rate at time of assignment.**

<b>Total Maximum Charge</b>	<b>\$ 6,030.75</b>
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Effective pricing as submitted under  
tender: RFT 0800293  
20-April-2009

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## ATTACHMENT C – RANSTAD PAY RATES

ORGANISATION NAME	<b>Randstad</b>			
FINANCE CATEGORY				
Personnel Pay rates by job title				
Role	Min Pay Rate	Max Pay Rate	Mode Pay Rate	Sourcing Fee
Finance Officer / Accounts Clerk / Bookkeeper	\$ 22.00	\$ 32.00	\$ 25.50	\$ 2,250.00
Accountant / Management Accountant /Senior Accountant	\$ 30.00	\$ 55.00	\$ 40.00	\$ 3,000.00
Business Analyst / Financial Analyst	\$ 38.00	\$ 70.00	\$ 58.00	\$ 5,000.00
Receptionist / Switchboard Operator	\$ 30.00	\$ 60.00	\$ 48.00	\$ 5,000.00
Finance Specialist	\$ 25.00	\$ 45.00	\$ 40.00	\$ 3,000.00
Credit Officer/Manager	\$ 23.00	\$ 50.00	\$ 28.00	\$ 2,250.00
Investigator	\$ 38.00	\$ 70.00	\$ 60.00	\$ 5,000.00
Financial Controller	\$ 50.00	\$ 100.00	\$ 75.00	\$ 12,600.00
Financial Planner	\$ 35.00	\$ 75.00	\$ 50.00	\$ 5,000.00
Please note: The above rates are <i>indicative only</i> , please contact the vendor for the current rate of pay.				
Margin for PAYG and Non-PAYG Personnel				
Hourly Margins based on Pay Rates and on Duration				
Duration (Months)	Up to \$21.00	\$21.01 - \$40.00	\$40.01 - \$60.00	\$60.01+
Payroll Only	\$ 1.76	\$ 3.36	\$ 5.04	\$ 6.30
3 months or less	\$ 2.88	\$ 4.38	\$ 7.33	\$ 12.05
Greater than 3 months - 6 months	\$ 2.88	\$ 4.33	\$ 7.33	\$ 12.05
Greater than 6 months	\$ 2.80	\$ 4.26	\$ 7.14	\$ 11.75
Payroll Tax				
Workers Compensate Percentage Rate				2.00%
Superannuation Rate				9.00%
Payroll Tax				In accordance with current rate
Temporary to Permanent Charges				
Where an offer of employment is not the result of a merit selection process, and where the Customer offers any of the Specified Personnel employment under its own conditions of employment, and that offer is accepted and the Specified Personnel commences such employment with the Customer within the first three months of the Service Period, the Customer shall pay to the Contractor a one-off charge.				
<b>Indicate Formula:-</b>				
<b><u>Our placement fee within the first 3 months is discounted to 9% in this category. Our formula is: Total Annual Salary (inclusive of Super) x 9%. Total Annual Salary = (Hourly personnel pay rate x 38 hours) x 52 weeks) x 1.09 Super i.e. (\$100.00 pay rate x 38 hours per week x 52 weeks per annum) x 1.09 Super = \$215,384. Total Salary x 9% fee = Total fee of \$19384.56. Please note: this is the maximum charge rate based on our quoted maximum personnel pay rate for this category of \$100.00. Our temp to perm fees will be calculated on the actual personnel pay rate at time of assignment.</u></b>				
<b>Total Maximum Charge</b>		<b>\$ 19,384.56</b>		

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20-April-2009

## ATTACHMENT C – RANSTAD · PAY RATES

ORGANISATION NAME	Randstad			
SPECIALIST CATEGORY				
Personnel Pay rates by job title				
Role	Min Pay Rate	Max Pay Rate	Mode Pay Rate	Sourcing Fee
Project (Officer, Manager or Analyst)	\$ 30.00	\$ 80.00	\$ 50.00	\$ 5,000.00
Communications / Media / Promotion / Public Relations	\$ 25.00	\$ 80.00	\$ 40.00	\$ 3,000.00
Human Resources / Training & Development / Trainers	\$ 30.00	\$ 85.00	\$ 45.00	\$ 3,000.00
Receptionist / Switchboard Operator	\$ 25.00	\$ 40.00	\$ 32.00	\$ 2,800.00
Field Officer	\$ 45.00	\$ 120.00	\$ 75.00	\$ 11,300.00
Marketing / Advertising (Officer, Manager or Specialist)	\$ 20.00	\$ 75.00	\$ 40.00	\$ 3,000.00
Legal Support / Law Clerks / Paralegal	\$ 25.00	\$ 40.00	\$ 32.00	\$ 2,800.00
Contract / Procurement / Vendor (Officer or Manager)	\$ 40.00	\$ 80.00	\$ 60.00	\$ 11,300.00
Logistics / Supply Chain (Officer or Manager)	\$ 40.00	\$ 120.00	\$ 65.00	\$ 5,000.00
Please note: The above rates are <i>indicative only</i> , please contact the vendor for the current rate of pay.				
Margin for PAYG and Non-PAYG Personnel				
Hourly Margins based on Pay Rates and on Duration				
Duration (Months)	Up to \$25.00	\$25.01 - \$45.00	\$45.01 - \$70.00	\$70.01+
Payroll Only	\$ 2.10	\$ 3.78	\$ 5.88	\$ 8.40
3 months or less	\$ 3.35	\$ 5.05	\$ 8.02	\$ 13.56
Greater than 3 months - 6 months	\$ 3.27	\$ 4.93	\$ 8.02	\$ 13.56
Greater than 6 months	\$ 3.19	\$ 4.80	\$ 7.82	\$ 13.22
Payroll Tax				
Workers Compensate Percentage Rate				2.00%
Superannuation Rate				9.00%
Payroll Tax				In accordance with current rate
Temporary to Permanent Charges				
Where an offer of employment is not the result of a merit selection process, and where the Customer offers any of the Specified Personnel employment under its own conditions of employment, and that offer is accepted and the Specified Personnel commences such employment with the Customer within the first three months of the Service Period, the Customer shall pay to the Contractor a one-off charge.				
Indicate Formula:-				
<b><u>Our placement fee within the first 3 months is discounted to 9% in this category. Our formula is: Total Annual Salary (inclusive of Super) x 9%. Total Annual Salary = (Hourly personnel pay rate x 38 hours) x 52 weeks) x 1.09 Super i.e. (\$120.00 pay rate x 38 hours per week x 52 weeks per annum) x 1.09 Super = \$258460.80. Total Salary x 9% fee = Total fee of \$23261.47. Please note: this is the maximum charge rate based on our quoted maximum personnel pay rate for this category of \$120.00. Our temp to perm fees will be calculated on the actual personnel pay rate at time of assignment.</u></b>				
Total Maximum Charge		\$ 23,261.47		

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# ATTACHMENT C – RANSTAD PAY RATES

ORGANISATION NAME	Randstad			
INDUSTRIAL CATEGORY				
Personnel Pay rates by job title				
Role	Min Pay Rate	Max Pay Rate	Mode Pay Rate	Sourcing Fee
Labourer - Various	\$ 18.41	\$ 25.00	\$ 19.50	\$ 1,750.00
Road Worker	\$ 18.41	\$ 25.00	\$ 19.50	\$ 1,750.00
Storeperson	\$ 18.41	\$ 25.00	\$ 20.00	\$ 1,750.00
Receptionist / Switchboard Operator	\$ 19.67	\$ 35.00	\$ 24.00	\$ 2,350.00
Track Worker / Labourer	\$ 22.00	\$ 32.00	\$ 26.00	\$ 2,350.00
Cleaner	\$ 18.41	\$ 23.00	\$ 19.40	\$ 1,750.00
Storeman and Packer	\$ 18.41	\$ 25.00	\$ 20.00	\$ 1,750.00
Carpenter	\$ 25.00	\$ 37.00	\$ 30.00	\$ 2,350.00
Tradesperson's / Technician's Assistant	\$ 25.00	\$ 38.00	\$ 27.00	\$ 2,350.00
Kilchenhand	\$ 17.50	\$ 27.00	\$ 19.40	\$ 1,750.00
Road Traffic Controller	\$ 26.00	\$ 38.00	\$ 30.00	\$ 2,350.00
Electrician	\$ 26.00	\$ 40.00	\$ 32.00	\$ 2,350.00
Building Services Employee	\$ 26.00	\$ 38.00	\$ 32.00	\$ 2,350.00
Security Officer	\$ 25.00	\$ 35.00	\$ 27.00	\$ 2,350.00
Plant Operator	\$ 28.00	\$ 40.00	\$ 32.00	\$ 2,350.00
Maintenance Patrolman	\$ 26.00	\$ 38.00	\$ 30.00	\$ 2,350.00
Mechanic	\$ 25.00	\$ 38.00	\$ 32.00	\$ 2,350.00
Painter	\$ 26.00	\$ 38.00	\$ 30.00	\$ 2,350.00
Leading Hand	\$ 32.00	\$ 45.00	\$ 37.00	\$ 2,560.00
Waiter	\$ 17.50	\$ 25.00	\$ 19.40	\$ 1,750.00
Landscape Gardener	\$ 18.00	\$ 29.00	\$ 20.00	\$ 1,750.00
Team Leader	\$ 34.00	\$ 55.00	\$ 39.00	\$ 2,560.00
Maintenance Handyman	\$ 25.00	\$ 38.00	\$ 31.00	\$ 2,350.00
Chef	\$ 20.00	\$ 35.00	\$ 25.00	\$ 2,350.00
Concrete	\$ 26.00	\$ 38.00	\$ 28.00	\$ 2,350.00
Plumber	\$ 27.00	\$ 40.00	\$ 34.00	\$ 2,350.00
Bridge Worker	\$ 25.00	\$ 40.00	\$ 28.00	\$ 2,350.00
Survey Field Hand	\$ 30.00	\$ 45.00	\$ 37.00	\$ 2,560.00
Road / Bridge Performance Tester	\$ 33.00	\$ 45.00	\$ 40.00	\$ 2,560.00

Please note: The above rates are *indicative only*, please contact the vendor for the current rate of pay.

Margin for PAYG and Non-PAYG Personnel

Hourly Margins based on Pay Rates and on Duration				
Duration (Months)	Up to \$20.00	\$20.01 - \$35.00	\$35.01 - \$47.00	\$47.01+
Payroll Only	\$ 1.68	\$ 2.55	\$ 3.75	\$ 4.39
1 month or less	\$ 2.47	\$ 3.62	\$ 4.92	\$ 6.60
Greater than 1 month	\$ 2.47	\$ 3.54	\$ 4.43	\$ 5.90

**Statutory Costs**

Workers Compensate Percentage Rate	6.00%
Superannuation Rate	9.00%
Payroll Tax	In accordance with current rate

**Temporary to Permanent Charges**

Where an offer of employment is not the result of a merit selection process, and where the Customer offers any of the Specified Personnel employment under its own conditions of employment, and that offer is accepted and the Specified Personnel commences such employment with the Customer within the first three months of the Service Period, the Customer shall pay to the Contractor a one-off charge.

**Indicate Formula:-**  
 Our fee for temporary to permanent placements in this category is a flat fee of \$1000 across all roles.

Total Maximum Charge	\$ 1,000.00
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Effective pricing as submitted under tender: RFT 0800293

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20-April-2009

# ATTACHMENT C – RANSTAD PAY RATES

ORGANISATION NAME	<b>Randstad</b>			
TECHNICAL CATEGORY				
<b>Personnel Pay rates by job title</b>				
Role	Min Pay Rate	Max Pay Rate	Mode Pay Rate	Sourcing Fee
Clerk of Works	\$ 30.00	\$ 65.00	\$ 55.00	\$ 7,860.00
Technical Officer	\$ 35.00	\$ 70.00	\$ 53.00	\$ 7,860.00
Drafter	\$ 20.00	\$ 60.00	\$ 45.00	\$ 5,000.00
Receptionist / Switchboard Operator	\$ 30.00	\$ 60.00	\$ 45.00	\$ 5,000.00
Surveyor's Assistant	\$ 35.00	\$ 45.00	\$ 42.00	\$ 5,000.00
Technician - Engineering / Science / Laboratory / Processing	\$ 27.00	\$ 45.00	\$ 35.00	\$ 5,000.00
Site/Works Supervisor	\$ 40.00	\$ 80.00	\$ 55.00	\$ 7,860.00
Engineering Associate/Technician	\$ 35.00	\$ 80.00	\$ 55.00	\$ 7,860.00
Development Officer/Manager	\$ 35.00	\$ 65.00	\$ 60.00	\$ 7,860.00
Interior Designer	\$ 40.00	\$ 65.00	\$ 40.00	\$ 5,000.00
Asset Officer/Manager	\$ 30.00	\$ 70.00	\$ 45.00	\$ 5,000.00
Inspector	\$ 45.00	\$ 60.00	\$ 50.00	\$ 7,860.00
Designer - Construction / Industrial	\$ 35.00	\$ 60.00	\$ 42.00	\$ 5,000.00
<b>Please note:</b> The above rates are <i>indicative only</i> , please contact the vendor for the current rate of pay.				
<b>Margin for PAYG and Non-PAYG Personnel</b>				
<b>Hourly Margins based on Pay Rates and on Duration</b>				
Duration (Months)	Up to \$28.00	\$28.01 - \$45.00	\$45.01 - \$70.00	\$70.01+
Payroll Only	\$ 2.35	\$ 3.78	\$ 5.88	\$ 6.72
3 months or less	\$ 4.35	\$ 6.05	\$ 9.47	\$ 12.83
Greater than 3 months - 6 months	\$ 4.24	\$ 5.90	\$ 9.23	\$ 12.83
Greater than 6 months	\$ 4.13	\$ 5.75	\$ 8.99	\$ 12.83
<b>Statutory Costs</b>				
Workers Compensate Percentage Rate				2.00%
Superannuation Rate				9.00%
Payroll Tax				In accordance with current rate
<b>Temporary to Permanent Charges</b>				
Where an offer of employment is not the result of a merit selection process, and where the Customer offers any of the Specified Personnel employment under its own conditions of employment, and that offer is accepted and the Specified Personnel commences such employment with the Customer within the first three months of the Service Period, the Customer shall pay to the Contractor a one-off charge.				
<b>Indicate Formula:-</b>				
Our placement fee within the first 3 months is discounted to 11% in this category. Our formula is: Total Annual Salary (inclusive of Super) x 11%. Total Annual Salary = (Hourly personnel pay rate x 38 hours) x 52 weeks x 1.09 Super i.e. (\$80.00 pay rate x 38 hours per week x 52 weeks per annum) x 1.09 Super = \$172,307.20. Total Salary x 11% fee = Total fee of \$18953.79. Please note: this is the maximum charge rate based on our quoted maximum personnel pay rate for this category of \$80.00. Our temp to perm fees will be calculated on the actual personnel pay rate at time of assignment.				
<b>Total Maximum Charge</b>				<b>\$ 18,953.79</b>

Effective pricing as submitted under tender: RFT 0800293

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20-April-2009

# ATTACHMENT C – RANSTAD PAY RATES

ORGANISATION NAME	Randstad			
NETWORK & EQUIPMENT CATEGORY				
Personnel Pay rates by job title				
Role	Min Pay Rate	Max Pay Rate	Mode Pay Rate	Sourcing Fee
Network Support	\$ 20.00	\$ 35.00	\$ 25.00	\$ 5,500.00
Network Administrator	\$ 25.00	\$ 40.00	\$ 30.00	\$ 5,500.00
Network Technical Consultant	\$ 50.00	\$ 70.00	\$ 60.00	\$ 7,500.00
Receptionist / Switchboard Operator	\$ 70.00	\$ 110.00	\$ 90.00	\$ 10,200.00
Server Engineer	\$ 30.00	\$ 60.00	\$ 45.00	\$ 5,500.00
Telco / Voice / Communications Analyst	\$ 50.00	\$ 70.00	\$ 60.00	\$ 7,500.00
PABX Systems Technician	\$ 40.00	\$ 60.00	\$ 50.00	\$ 5,500.00
Novell Engineer / Specialist	\$ 60.00	\$ 90.00	\$ 75.00	\$ 7,500.00
Data Network Engineer	\$ 55.00	\$ 75.00	\$ 60.00	\$ 7,500.00
VoIP Consultant	\$ 65.00	\$ 100.00	\$ 75.00	\$ 7,500.00
WAN Specialist	\$ 60.00	\$ 80.00	\$ 70.00	\$ 7,500.00
Project Manager	\$ 70.00	\$ 150.00		
Please note: The above rates are <i>indicative only</i> , please contact the vendor for the current rate of pay.				
Margin for PAYG Personnel				
Hourly Margins based on Pay Rates and on Duration				
Duration (Months)	Up to \$35.00	\$35.01 - \$55.00	\$55.01 - \$80.00	\$80.01+
Payroll Only	\$ 2.70	\$ 3.87	\$ 5.63	\$ 7.73
3 months or less	\$ 5.18	\$ 5.95	\$ 9.06	\$ 12.42
Greater than 3 months - 6 months	\$ 5.18	\$ 5.80	\$ 8.80	\$ 12.42
Greater than 6 months	\$ 5.18	\$ 5.80	\$ 8.80	\$ 12.42
Margin for Contractors				
Hourly Margins based on Pay Rates and on Duration				
Duration (Months)	Up to \$35.00	\$35.01 - \$55.00	\$55.01 - \$80.00	\$80.01+
Payroll Only	\$ 2.70	\$ 3.87	\$ 5.63	\$ 7.73
3 months or less	\$ 5.18	\$ 5.95	\$ 9.06	\$ 12.42
Greater than 3 months - 6 months	\$ 5.18	\$ 5.80	\$ 8.80	\$ 12.42
Greater than 6 months	\$ 5.18	\$ 5.80	\$ 8.80	\$ 12.42
Statutory Costs				
Workers Compensate Percentage Rate				2.00%
Superannuation Rate				9.00%
Payroll Tax				In accordance with current rate
Temporary to Permanent Charges				
Where an offer of employment is not the result of a merit selection process, and where the Customer offers any of the Specified Personnel employment under its own conditions of employment, and that offer is accepted and the Specified Personnel commences such employment with the Customer within the first three months of the Service Period, the Customer shall pay to the Contractor a one-off charge.				
<b>Indicate Formula:-</b>				
<b>Our placement fee within the first 3 months is discounted to 8% in this category. Our formula is: Total Annual Salary (inclusive of Super) x 8%. Total Annual Salary = (Hourly personnel pay rate x 38 hours) x 52 weeks) x 1.09 Super i.e. (\$110.00 pay rate x 38 hours per week x 52 weeks per annum) x 1.09 Super = \$236922.40. Total Salary x 8% fee = Total fee of \$18953.79. Please note: this is the maximum charge rate based on our quoted maximum personnel pay rate for this category of \$110.00. Our temp to perm fees will be calculated on the actual personnel pay rate at time of assignment.</b>				
<b>Total Maximum Charge</b>		<b>\$ 18,953.79</b>		

Effective pricing as submitted under tender: RFT 0800293

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20-April-2009

## ATTACHMENT C – RANSTAD PAY RATES

ORGANISATION NAME	Randstad			
APPLICATIONS, DATABASE & SYSTEMS CATEGORY				
Personnel Pay rates by job title				
Role	Min Pay Rate	Max Pay Rate	Mode Pay Rate	Sourcing Fee
Analyst Programmer / Applications Developer	\$ 40.00	\$ 90.00	\$ 60.00	\$ 5,100.00
Database Administrator / Designer / Analyst	\$ 30.00	\$ 100.00	\$ 60.00	\$ 5,100.00
Systems Administrator	\$ 30.00	\$ 50.00	\$ 45.00	\$ 3,750.00
Receptionist / Switchboard Operator	\$ 40.00	\$ 75.00	\$ 60.00	\$ 5,100.00
Technical Writer	\$ 40.00	\$ 70.00	\$ 55.00	\$ 5,100.00
Computer Operator	\$ 15.00	\$ 30.00	\$ 22.00	\$ 3,750.00
Systems Architect/Designer	\$ 75.00	\$ 130.00	\$ 95.00	\$ 6,500.00
Web Site Content Manager	\$ 30.00	\$ 50.00	\$ 40.00	\$ 3,750.00
SAP Professionals	\$ 60.00	\$ 150.00	\$ 95.00	\$ 6,500.00
Systems Analyst	\$ 50.00	\$ 70.00	\$ 60.00	\$ 5,100.00
Siebel Specialist	\$ 60.00	\$ 150.00	\$ 95.00	\$ 6,500.00
Solution Architects /Designers	\$ 80.00	\$ 140.00	\$ 95.00	\$ 6,500.00
Data Warehouse Technologist / Specialist / Developer	\$ 60.00	\$ 130.00	\$ 90.00	\$ 6,500.00
Software Engineer	\$ 40.00	\$ 90.00	\$ 60.00	\$ 5,100.00
Data Modeller / Architect	\$ 50.00	\$ 130.00	\$ 90.00	\$ 6,500.00
Please note: The above rates are <i>indicative only</i> , please contact the vendor for the current rate of pay.				
Margin for PAYG Personnel				
Hourly Margins based on Pay Rates and on Duration				
Payroll Tax	Up to \$45.00	\$45.01 - \$70.00	In accordance with current rate	\$100.01+
Payroll Only	\$ 3.47	\$ 4.93	\$ 7.03	\$ 10.55
3 months or less	\$ 5.18	\$ 7.25	\$ 9.99	\$ 12.94
Greater than 3 months - 6 months	\$ 5.18	\$ 7.09	\$ 9.83	\$ 12.94
Greater than 6 months	\$ 5.18	\$ 7.09	\$ 9.83	\$ 12.94
Margin for Contractors				
Hourly Margins based on Pay Rates and on Duration				
Duration (Months)	Up to \$45.00	\$45.01 - \$70.00	\$70.01 - \$100.00	\$100.01+
Payroll Only	\$ 3.47	\$ 4.93	\$ 7.03	\$ 10.55
3 months or less	\$ 5.18	\$ 7.25	\$ 9.99	\$ 12.94
Greater than 3 months - 6 months	\$ 5.18	\$ 7.09	\$ 9.83	\$ 12.94
Greater than 6 months	\$ 5.18	\$ 7.09	\$ 9.83	\$ 12.94
Statutory Costs				
Workers Compensate Percentage Rate				2.00%
Superannuation Rate				9.00%
Payroll Tax				In accordance with current rate
Temporary to Permanent Charges				
Where an offer of employment is not the result of a merit selection process, and where the Customer offers any of the Specified Personnel employment under its own conditions of employment, and that offer is accepted and the Specified Personnel commences such employment with the Customer within the first three months of the Service Period, the Customer shall pay to the Contractor a one-off charge.				
<b>Indicate Formula:-</b>				
Our placement fee within the first 3 months is discounted to 8% in this category. Our formula is: <u>Total Annual Salary (inclusive of Super) x 8%. Total Annual Salary = (Hourly personnel pay rate x 38 hours) x 52 weeks) x 1.09 Super i.e. (\$150.00 pay rate x 38 hours per week x 52 weeks per annum) x 1.09 Super = \$323076.00. Total Salary x 8% fee = Total fee of \$25846.08. Please note: this is the maximum charge rate based on our quoted maximum personnel pay rate for this category of \$150.00. Our temp to perm fees will be calculated on the actual personnel pay rate at time of assignment.</u>				
<b>Total Maximum Charge</b>		<b>\$ 25,846.08</b>		

Effective pricing as submitted under tender: RFT 0800293

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20-April-2009

ATTACHMENT D  
SUBMISSION FROM THE PUBLIC SERVICE ASSOCIATION OF NSW

Comparison of Pay Rates between Randstad "Personnel Pay" rates and casual rates under the Crown Employees (Administrative and Clerical Officer – Salaries) Award 2007

CASUAL RATES AS AT 1.7.10

Classification and Grades	Casual rate (15% + 1/12 <sup>th</sup> )	RANSTAD EQUIVELENT
Clerks General Scale step 1	15.87 + 1.32	
Clerks General Scale step 2	18.02 + 1.50	
Clerks General Scale step 3 - 1st year of service or 18 years	19.06 + 1.59	Office Support – Admin cat Admin Assist – Admin cat Customer Services – Admin cat Receptionist – Admin cat Data Entry – Admin cat
Clerks General Scale step 4 – Minimum for: - employee with Business Administration Certificate III, Government Certificate III or equivalent at 18 years of age - employee with Higher School Certificate Qualification at 19 years of age	21.71 + 1.81	Office Support – Admin cat Admin Assist – Admin cat Customer Services – Admin cat Receptionist – Admin cat Data Entry – Admin cat Finance Officer/Accounts Clerk/Bookkeeper Credit Officer/Manager
Clerks General Scale step 5 – Minimum for: - employee qualified at Business Administration Certificate III, Government Certificate III or equivalent and is qualified at HSC standard at 17 years of age - employee 20 years of age	23.18 + 1.93	Office Support – Admin cat Admin Assist – Admin cat Customer Services – Admin cat Receptionist – Admin cat Data Entry – Admin cat Executive Assist – Admin cat Finance Officer/Accounts Clerk/Bookkeeper Credit Officer/Manager Finance Specialist
Clerks General Scale step 6 – Minimum for employee 21 years of age	24.98 + 2.08	Executive Assist – Admin cat Finance Officer/Accounts Clerk/Bookkeeper Credit Officer/Manager Finance Specialist
Clerks General Scale step 7	25.66 + 2.14	Executive Assist – Admin cat Finance Officer/Accounts Clerk/Bookkeeper Credit Officer/Manager Finance Specialist
Clerks General Scale step 8	26.75 + 2.23	Executive Assist – Admin cat Finance Officer/Accounts Clerk/Bookkeeper Credit Officer/Manager Finance Specialist
Clerks General Scale step 9	27.23 + 2.27	Executive Assist – Admin cat Finance Officer/Accounts Clerk/Bookkeeper Credit Officer/Manager Finance Specialist
Clerks General Scale step 10	27.91 + 2.33	Executive Assist – Admin cat Finance Officer/Accounts Clerk/Bookkeeper Credit Officer/Manager Finance Specialist Finance Receptionist/ Switchboard
Clerks General Scale step 11	28.94 + 2.41	Executive Assist – Admin cat Finance Officer/Accounts Clerk/Bookkeeper Finance Specialist Accountant/Management Accountant/ Senior Accountant Finance Receptionist/ Switchboard
Clerks General Scale step 12	29.99 + 2.50	Executive Assist – Admin cat Finance Officer/Accounts Clerk/Bookkeeper Credit Officer/Manager Finance Specialist Accountant/Management Accountant/ Senior Accountant Finance Receptionist/ Switchboard
Clerks General Scale step 13	31.10 + 2.60	Executive Assist – Admin cat Credit Officer/Manager Finance Specialist

ATTACHMENT D  
SUBMISSION FROM THE PUBLIC SERVICE ASSOCIATION OF NSW

		Accountant/Management Accountant/ Senior Accountant Finance Receptionist/ Switchboard
Grade 1 1st year of service	32.81 + 2.73	Executive Assist – Admin cat Credit Officer/Manager Finance Specialist Accountant/Management Accountant/ Senior Accountant Finance Receptionist/ Switchboard Financial Planner
Grade 1 Thereafter	33.77 + 2.81	Credit Officer/Manager Finance Specialist Accountant/Management Accountant/ Senior Accountant
Grade 2 1st year of service	34.72 + 2.89	Credit Officer/Manager Finance Specialist Accountant/Management Accountant/ Senior Accountant Finance Receptionist/ Switchboard Financial Planner
Grade 2 Thereafter	35.67 + 2.97	Credit Officer/Manager Finance Specialist Accountant/Management Accountant/ Senior Accountant Business Analyst/ Financial Analyst Finance Receptionist/ Switchboard Finance Investigator Financial Planner
Grade 3 1st year of service	36.68 + 3.06	Credit Officer/Manager Finance Specialist Accountant/Management Accountant/ Senior Accountant Business Analyst/ Financial Analyst Finance Receptionist/ Switchboard Finance Investigator Financial Planner
Grade 3 Thereafter	37.79 + 3.15	Credit Officer/Manager Finance Specialist Accountant/Management Accountant/ Senior Accountant Business Analyst/ Financial Analyst Finance Receptionist/ Switchboard Finance Investigator Financial Planner
Grade 4 1st year of service	38.96 + 3.25	Credit Officer/Manager Finance Specialist Accountant/Management Accountant/ Senior Accountant Business Analyst/ Financial Analyst Finance Receptionist/ Switchboard Finance Investigator Financial Planner
Grade 4 Thereafter	40.16 + 3.35	Credit Officer/Manager Finance Specialist Accountant/Management Accountant/ Senior Accountant Business Analyst/ Financial Analyst Finance Receptionist/ Switchboard Finance Investigator Financial Planner
Grade 5 1st year of service	43.30 + 3.61	Credit Officer/Manager Finance Specialist Accountant/Management Accountant/ Senior Accountant Business Analyst/ Financial Analyst Finance Investigator Financial Planner
Grade 5 Thereafter	44.66 + 3.72	Credit Officer/Manager Accountant/Management Accountant/ Senior Accountant Business Analyst/ Financial Analyst Finance Receptionist/ Switchboard Finance Investigator Financial Planner

ATTACHMENT D  
SUBMISSION FROM THE PUBLIC SERVICE ASSOCIATION OF NSW

Grade 6 1st year of service	46.41 + 3.87	Credit Officer/Manager Accountant/Management Accountant/ Senior Accountant Business Analyst/ Financial Analyst Finance Receptionist/ Switchboard Finance Investigator Financial Controller Financial Planner
Grade 6 Thereafter	47.78 + 3.98	Accountant/Management Accountant/ Senior Accountant Business Analyst/ Financial Analyst Finance Receptionist/ Switchboard Finance Investigator Financial Controller Financial Planner
Grade 7 1st year of service	49.21 + 4.10	Accountant/Management Accountant/ Senior Accountant Business Analyst/ Financial Analyst Finance Receptionist/ Switchboard Finance Investigator Financial Controller Financial Planner
Grade 7 Thereafter	50.67 + 4.22	Business Analyst/ Financial Analyst Finance Receptionist/ Switchboard Financial Controller Financial Planner
Grade 8 1st year of service	52.79 + 4.40	Business Analyst/ Financial Analyst Finance Receptionist/ Switchboard Finance Investigator Financial Controller Financial Planner
Grade 8 Thereafter	54.47 + 4.54	Business Analyst/ Financial Analyst Finance Receptionist/ Switchboard Finance Investigator Financial Controller Financial Planner
Grade 9 1st year of service	56.09 + 4.67	Business Analyst/ Financial Analyst Finance Receptionist/ Switchboard Finance Investigator Financial Controller Financial Planner
Grade 9 Thereafter	57.67 + 4.81	Business Analyst/ Financial Analyst Finance Investigator Financial Controller Financial Planner
Grade 10 1st year of service	60.02 + 5.00	Business Analyst/ Financial Analyst Financial Controller Financial Planner
Grade 10 Thereafter	61.81 + 5.15	Business Analyst/ Financial Analyst Finance Investigator Financial Controller Financial Planner
Grade 11 1st year of service	64.88 + 5.41	Business Analyst/ Financial Analyst Finance Investigator Financial Controller Financial Planner
Grade 11 Thereafter	67.63 + 5.64	Financial Controller
Grade 12 1st year of service	71.86 + 5.99	Financial Controller
Grade 12 Thereafter	75.03 + 6.25	Financial Controller
Above AWARD		Financial Controller