



**THE GREENACRES DISABILITY SERVICES'
COMPETENCY BASED WAGES SYSTEM-
INFORMATION PACK**

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GREENACRES DISABILITY SERVICES COMPETENCY BASED WAGES SYSTEM

Greenacres Disability Services is an organisation that provides support to persons with a disability. The Association began in 1953 as a parent driven organisation committed to skill development through participation in purposeful and varied activities. A school was formed and adult services evolved as needs were identified.

From these beginnings, Greenacres Disability Services has developed today into a professional multifaceted organisation delivering quality services to all its consumers across individual vocational and non-vocational needs.

The Competency Based Wages System (the 'system') was developed in conjunction with the Australian Liquor, Hospitality and Miscellaneous Workers Union (LHMU). The goal of the system is to remunerate employees with disabilities in a fair, objective and equitable manner as stated in Clause 17.3.1 of the first Greenacres Disability Services Supported Employment (Business Enterprises) – LHMU Certified Agreement 1997. The following details the three distinct areas of work performance that are assessed and remunerated accordingly.

The 'system' rewards employee development within two (2) parallel streams, the conditions of which must both be satisfied for wage movement. The parallel streams include; *task skills* and *Underpinning Work Skills*. *Task skills* are those specific skills undertaken to directly complete a job, whilst *Underpinning Work Skills* are general vocational skills necessary to maintain successful employment. Examples include; teamwork, punctuality and working consistently. The inclusion of *Underpinning Work Skills* as a determining factor of employees' wages, highlights the unique needs presented when employing persons with disabilities. In order for persons with disabilities to successfully proceed towards open employment, vocational training needs to be structured to facilitate skill development across *task* and *work associated* capabilities.

The third opportunity available to employees for wage movement is based on gains in *productivity*. This avenue further contributes to the unique nature of the 'system', as *productivity* is generally measured against rates produced by *peers*. This is opposed to the more traditional measures of productivity, which are made against rates yielded by able-bodied persons.

The 'system' is the first stage of the three (3) step wages continuum towards open employment through skills based remuneration;
Competency Based Wages→Supported Wages→Award Wages. Benefits of the 'system' include; more effective goals to be set as part of the 'Individual Plan' (IP) process and therefore clearer career paths available for all employees with a disability.

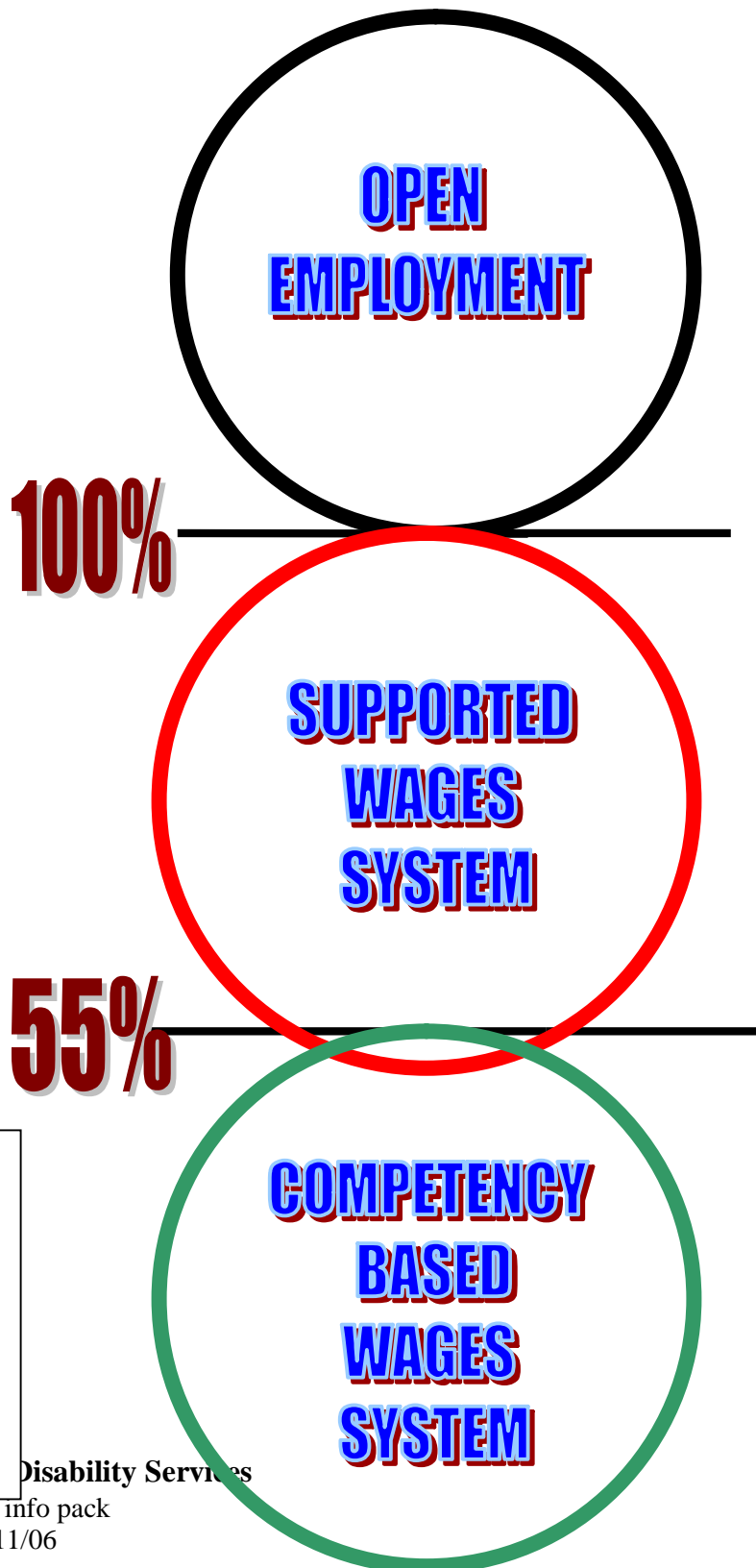
Generic terms and definitions feature throughout the 'system' in order to incorporate a wide range of jobs and tasks. Therefore, the 'system' may be effectively applied to other services providing vocational support to persons with a developmental disability.

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COMPETENCY BASED WAGES SYSTEM

WAGE STRUCTURE



Where the Competency Based Wages System sits in relation to the Supported Wages System and Open Employment (awards).

Disability Services

COMMON TERMS USED IN THE COMPETENCY BASED WAGES SYSTEM:

'productivity' is the rate of work output per individual employee over a predetermined time period.

'minimum output' is a measure of the rate of output to be consistently produced by the employee to qualify for movement to higher wage levels.

A **'task analysis'** is a step by step instructional program, which is designed for each job (or stage of a job), to ensure consistent production and learning outcomes are achieved across the workplace.

'independent status' is achieved when an individual meets 100% performance criteria of a job (or a stage of a job) as stated in the 'task analysis', for no less than 5 consecutive training sessions.

An **'Individual Vocational Plan' (IP)** is an annual review of vocational goals achieved during the past 12 months and the setting of new vocational goals for the next year.

A **'wage level'** is a set of percentage wage points within Wage Grades 1 and 2. Each 'wage level' includes; typical 'task skills' appropriate to the 'wage level' level and a set of 'Underpinning Work Skills'. A **'band'** is a level of payment within a 'wage level' that rewards consistent 'productivity' achieved by persons paid under the 'system'.

'Underpinning Work Skills' are those general vocational competencies central to an employee being able to maintain their work output and undertake specific tasks across a standard working day.

'task skills' are specific skills necessary to satisfactorily complete a job, or stage of a job, as per the 'task analysis'. They include generic references to facilitate long term relevance of the 'system' as new jobs enter the business service.

'assessments' are a means of determining an employee's performance across the two (2) parallel streams; 'task skills' and 'Underpinning Work Skills'.

A **'band'** is a level of payment within a 'wage level' that rewards consistent 'productivity' achieved by a person.

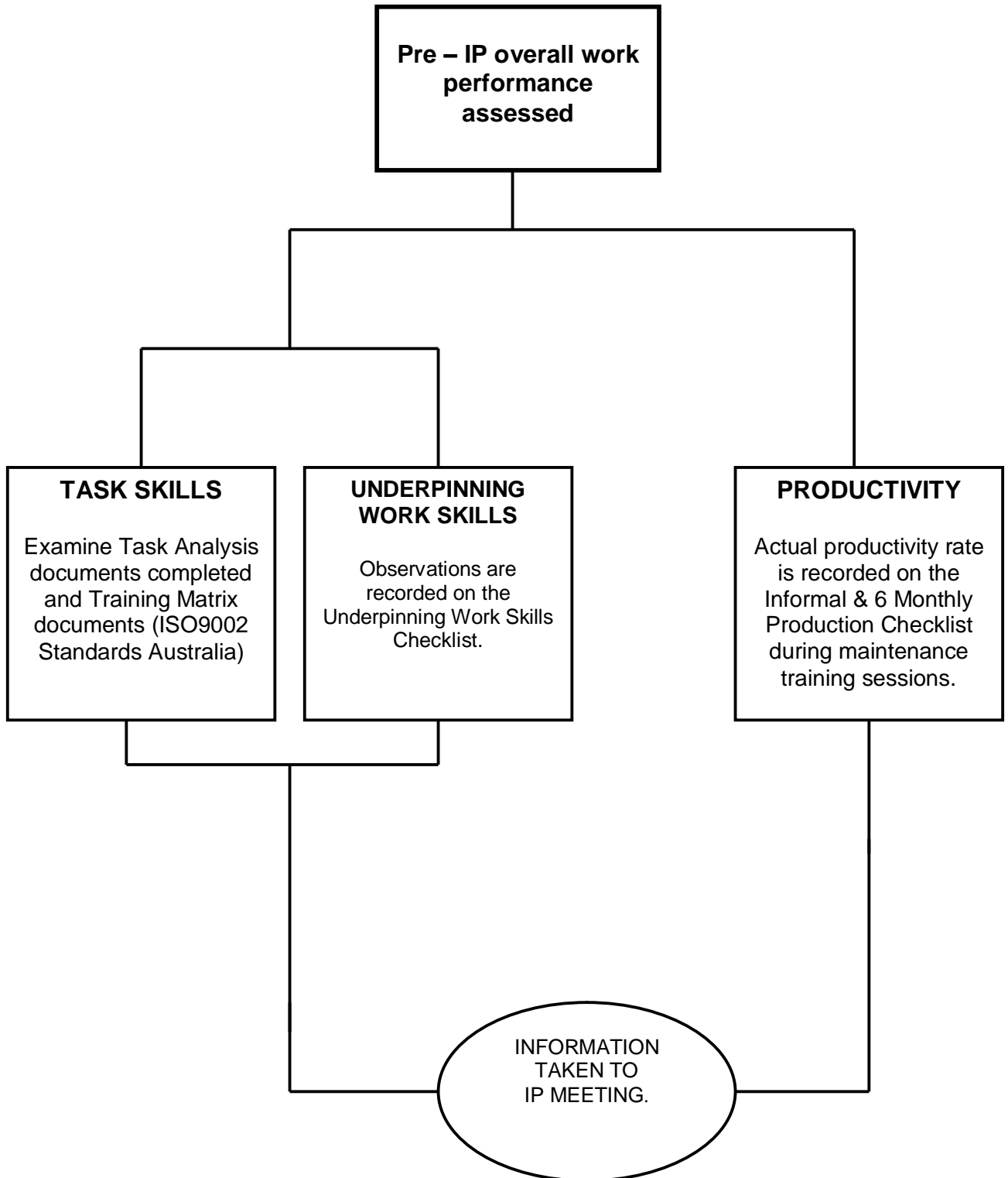
TABLE 1. COMPETENCY BASED WAGES SYSTEM – the wage rates.

(Applicable from 5/12/06)

WAGE GRADE	WAGE LEVEL	BAND	WAGE %	WAGE RATE	HOURLY RATE
1 511.76 X 0.93816 (35.65/38.00)	Training & Support				
		Entry	10.0	48.01	1.3467
		Competent	12.5	60.01	1.6834
2 528.46 X 0.93816 (35.65/38.00)	A	Entry	12.5	61.97	1.7384
		Competent	15.0	74.37	2.0860
		Advanced	17.5	86.76	2.4337
2	B	Entry	20.0	99.16	2.7814
		Competent	22.5	111.55	3.1290
		Advanced	25.0	123.95	3.4767
2	C	Entry	27.5	136.34	3.8244
		Competent	30.0	148.73	4.1721
		Advanced	32.5	161.13	4.5197
2	D	Entry	35.0	173.52	4.8674
		Competent	37.5	185.92	5.2151
		Advanced	40.0	198.31	5.5627
2	E	Entry	45.0	223.10	6.2581
		Competent	50.0	247.89	6.9534
		Advanced	55.0	272.68	7.6488

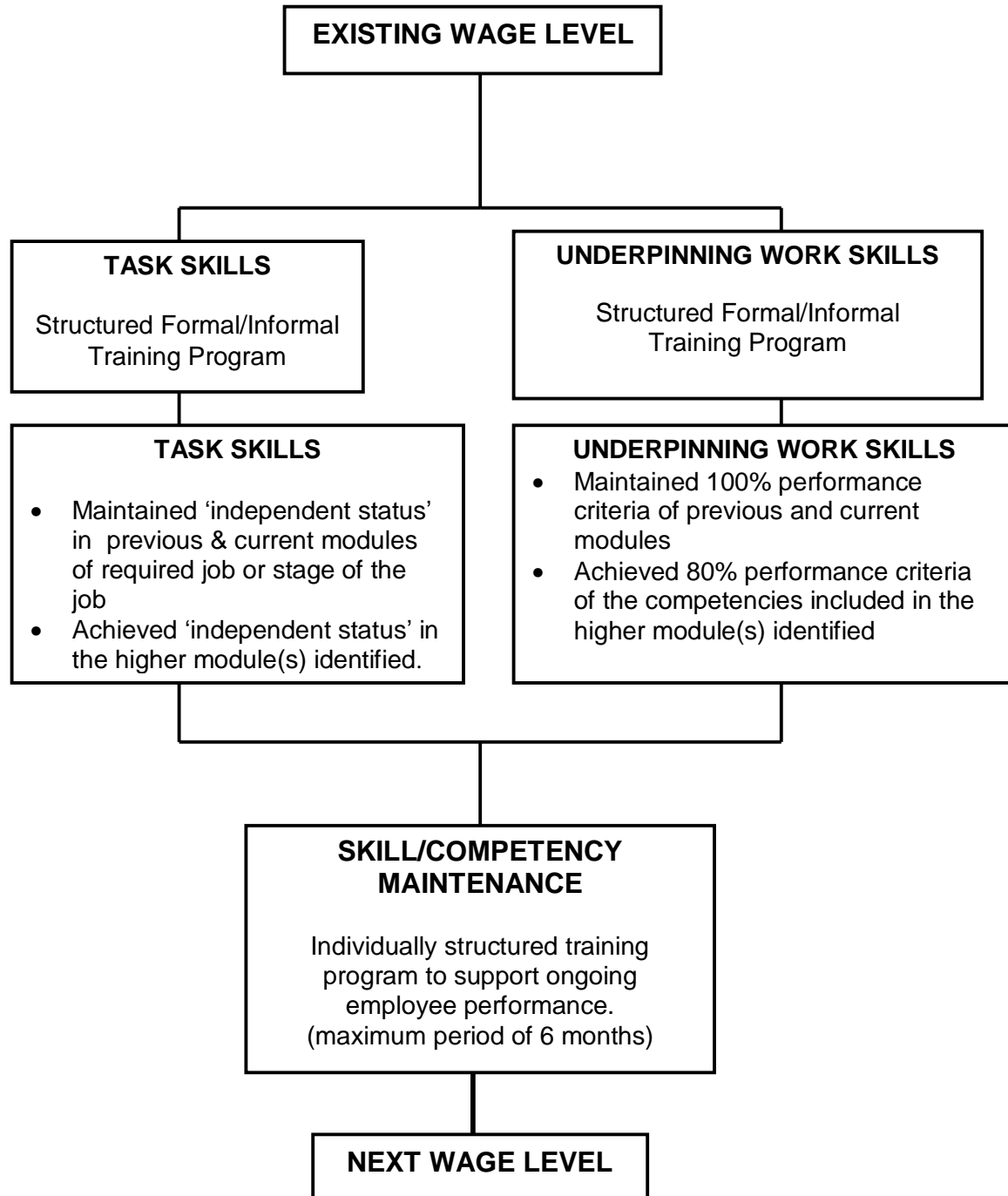
Please note these rates are subject to change as a result of CPI.

FLOW CHART 1. ASSESSMENT DATA COLLECTION PROCESS

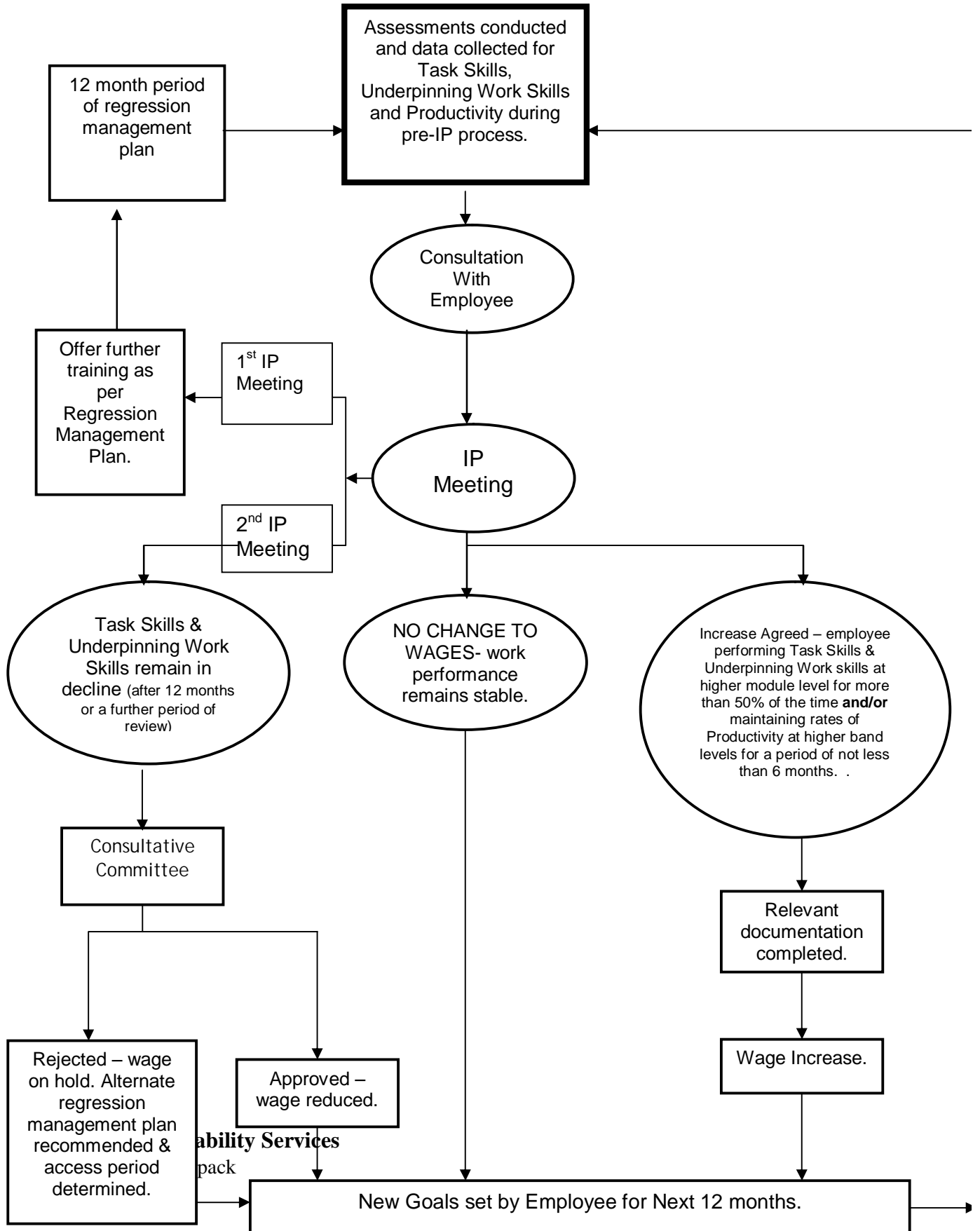


FLOW CHART 2. WAGE LEVEL PROGRESSION

When an employee has been identified as demonstrating potential to progress to a higher level module in the wages system the relevant staff must ensure that the employee meets the following criteria;



FLOW CHART 3. THE WAGE REVIEW PROCESS



Outcomes and Benefits of the Competency Based Wages System

- § The 'system' developed by Greenacres Disability Services may be effectively incorporated into established organisational processes. It provides a seamless system for employees to be remunerated across skill levels through the three key stages; Competency Based Wages, Supported Wages, Award Wages
- § The 'system' recognises individual achievements and facilitates opportunities for progression to higher wage levels through the development of 'task skills', 'Underpinning Work Skills' and 'productivity'.
- § An organised structured 'system' which ensures all employees are remunerated on an equitable basis.
- § Focuses directly on development and assessment of the individual's **whole** work performance.
- § Remunerates employees using objective measures over regular intervals.
- § Facilitates annual goal setting for employees within the Individual Plan process and targets the support to be provided to the employee meeting their individual need.
- § Provides clear career pathways for employees from the entry point of the organisation to retirement options.
- § Promotes elevated production results, which in turn, provides opportunities for the business to expand.