

AUSTRALIAN INDUSTRIAL RELATIONS COMMISSION

AUSTRALIAN INDUSTRIAL REGISTRY LOOSE-LEAF CONSOLIDATION

NORTHERN TERRITORY PUBLIC SECTOR TEACHERS AND ASSISTANT
TEACHERS AWARD 2001

Note: This award supersedes the Northern Territory Teaching Service Award 1981 [AW790703] and the Northern Territory Assistant Teachers Award 1994 [AW790926].

This consolidation as made at 19 October 2001 comprises pages:

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DISCLAIMER

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AUSTRALIAN INDUSTRIAL RELATIONS COMMISSION

Workplace Relations Act 1996

Review of award pursuant to Item 51 of Part 2 of Schedule 5 of the
Workplace Relations and Other Legislation Amendment Act 1996
(C No. 00217 of 1998)

NORTHERN TERRITORY TEACHING SERVICE AWARD 1981

(ODN C No. 01873 of 1981)

[Print E7684 [N0034]]

Various employees

Northern Territory

COMMISSIONER EAMES

MELBOURNE, 19 OCTOBER 2001

Award simplification.

ORDER

A. Further to the decision issued by the Commission on 19 October 2001, [[Print PR910360](#)] the above award is varied as follows:

By deleting all clauses, schedules and appendices and inserting the following:

PART 1 - APPLICATION AND OPERATION OF AWARD

1. AWARD TITLE

This award is known as the Northern Territory Public Sector Teachers and Assistant Teachers Award 2001.

2. ARRANGEMENT

This award is arranged as follows:

Part 1 - Application and operation of award

1. Award title
2. Arrangement
3. Anti-discrimination
4. Definitions
5. Date of operation
6. Relationship to other awards and legislation
7. Parties bound

Part 2 - Award flexibility

8. Enterprise flexibility provisions

Part 3 - Communications, consultation and dispute resolution

9. Dispute settling procedures

Part 4 - Wages and related matters

10. Salaries and classifications
11. Allowances

Part 5 - Leave of absence

12. Recreation leave - leave loading
13. Personal leave
14. Leave to attend industrial relations business
15. Public holidays

Schedule A - Special schools

Schedule B - Approved isolated schools

Schedule C - Prescribed remote schools

Schedule D - Public Sector Employment and Management Act

3. ANTI-DISCRIMINATION

3.1 It is the intention of the respondents to this award to achieve the principal object in s.3(j) of the *Workplace Relations Act 1996* through respecting and valuing the diversity of the work force by helping to prevent and eliminate discrimination on the basis of race, colour, sex, sexual preference, age, physical or mental disability, marital status, family responsibilities, pregnancy, religion, political opinion, national extraction or social origin.

3.2 Accordingly, in fulfilling their obligations under the dispute avoidance and settling clause, the respondents must make every endeavour to ensure that neither the award provisions nor their operation are directly or indirectly discriminatory in their effects.

3.3 Nothing in this clause is taken to affect:

3.3.1 any different treatment (or treatment having different effects) which is specifically exempted under the Commonwealth or Northern Territory anti-discrimination legislation;

3.3.2 an employee, employer or registered organisation, pursuing matters of discrimination in any State or federal jurisdiction, including by application to the Human Rights and Equal Opportunity Commission or the Northern Territory Anti-Discrimination Commission;

3.3.3 the exemptions in s.170CK(3) and (4) of the *Workplace Relations Act 1996*.

4. DEFINITIONS

4.1 **Act** means the *Northern Territory Public Sector Employment and Management Act 1993*, Regulations, By-laws, Determinations and Employment Instructions as amended.

- 4.2 Assistant teacher** means a person of Aboriginal or Torres Strait Islander descent who has been appointed under the Act to assist in a teaching capacity in an education institution, in a school, a Community Education Centre, or a Homeland Learning Centre, which is usually located within an Aboriginal community and employed within the incidence and scope of this award.
- 4.3 Chief Executive Officer (CEO)** means the Chief Executive Officer of the Northern Territory Department of Education.
- 4.4 Commissioner** means the Commissioner for Public Employment for the Northern Territory.
- 4.5 Compulsory transferee** means an employee who was compulsorily transferred to the Northern Territory Teaching Service from the Commonwealth Teaching Service under the provisions of section 54 of Part IV of the *Teaching Service Act 1981*.
- 4.6 Department** means the Northern Territory Department of Education.
- 4.7 Employee** means teachers and assistant teachers employed by the Department.
- 4.8 Executive teacher** means a teacher in a promotion position which includes educational administration duties.
- 4.9 Relief teacher** means a teacher employed on a casual basis as and when required to perform general teaching duties.
- 4.10 Teachers** comprise teachers and executive teachers who perform teaching and learning support and education related tasks in schools and education offices.
- 4.11 Sector** means the Northern Territory Public Sector.
- 4.12 Teacher** means an employee with a recognised teaching qualification.
- 4.13 Union** means the Australian Education Union - NT Branch.

5. DATE OF OPERATION

This award comes into operation on 19 October 2001 and remains in force for a period of twelve months.

6. RELATIONSHIP TO OTHER AWARDS AND LEGISLATION

6.1 Succession of previous awards

This award supersedes the Northern Territory Teaching Service Award 1981 [Print E7684 [N0034]] and Northern Territory Assistant Teachers Award 1994 [Print L8480 [N0307]].

- 6.2** This award is also to be read in conjunction with the Act. Where provisions of the Act are inconsistent with the provisions of this award, the award prevails.

7. PARTIES BOUND

This award is binding upon the Commissioner for Public Employment for the Northern Territory and the Australian Education Union in respect of persons eligible to be members of the union.

PART 2 - AWARD FLEXIBILITY

8. ENTERPRISE FLEXIBILITY PROVISIONS

(See ss.113A and 113B of the Act)

Where the employer or employees wish to pursue an agreement at the enterprise or workplace about how the award should be varied so as to make the enterprise or workplace operate more efficiently according to its particular needs the following process will apply:

- 8.1** A consultative committee appropriate to the size, structure and needs of the enterprise or workplace has been established.
- 8.2** For the purpose of the consultative process the employee(s) may nominate the union or another party to represent them.
- 8.3** Where agreement is reached an application will be made to the Australian Industrial Relations Commission to vary the award.

PART 3 – COMMUNICATIONS, CONSULTATION AND DISPUTE RESOLUTION

9. DISPUTE SETTLING PROCEDURES

In the event of a dispute arising every endeavour will be made to amicably settle the same by direct negotiations and consultation between the parties to this award. To facilitate the settlement of any such dispute the following channels of communication will apply:

- 9.1** The employee(s) will discuss matters affecting him or her (them) with his or her (their) immediate supervisor. The employee(s) may appoint another person to act on their behalf including a delegate of their union;
- 9.2** If agreement is not reached within 24 hours at this level, a union or employee nominated representative will approach the responsible agency head or his/her nominee for further discussion;
- 9.3** If the matter is not resolved within a further 24 hours either party will be at liberty to refer the matter to the Commissioner or the Commissioner's nominee who will determine the matter within 24 hours;
- 9.4** While the parties are attempting to resolve the matter, work shall continue in accordance with this award unless the employee has a reasonable concern about an imminent risk to his or her health or safety. Where such reasonable concern exists the employee must comply with any reasonable direction by his or her supervisor/manager to perform other available work, that is safe and appropriate for the employee to perform;

- 9.5 The time limits specified above are cumulative and may be extended by agreement;
- 9.6 Notwithstanding the above, it is open to any party to have the matter referred at any stage to the Australian Industrial Relations Commission for settlement or resolution;
- 9.7 Nothing contained in this procedure will prevent the Chief Executive Officer of the union or his or her nominee and the Chief Executive Officer of the Department of Education or his or her nominee from entering into negotiations at any level, either at the request of an employee or by his or her own initiative in respect of matters in dispute.

PART 4 - WAGES AND RELATED MATTERS

10. SALARIES AND CLASSIFICATIONS

10.1 Salaries

- 10.1.1 An assistant teacher, teacher or executive teacher employed in a classification listed in Column A of the table below will be paid no less than the minimum rate of pay in Column B.

Column A Classification	Column B Annual salary 30 May 2001 \$
Assistant teacher (AT)	
AT Level 1	23 587
	24 449
AT Level 2	25 526
	26 492
AT Level 3	27 569
	28 457
AT Level 4	30 053
Teacher (T)	
T 1	27 801
T 2	30 328
T 3	31 701
T 4	33 094
T 5	34 699
T 6	36 117
T 7	38 130
T 8	39 318
T 9	40 577
T 10	43 437

**Column A
Classification**

**Column B
Annual salary
30 May 2001
\$**

Executive teacher (ET)	
ET Level 1	48 081
ET Level 2	48 915
ET Level 3	50 988
ET Level 4	53 910
ET Level 5	55 315
ET Level 6	58 845
Executive teacher (ET)	
ET Level 7	60 569
ET Level 8	62 564
ET Level 9	65 158

10.1.2 Arbitrated safety net adjustment - 2001

The rates of pay in this award include the arbitrated safety net adjustment payable under the *May 2001 Safety Net Review – Wages* decision [Print [PR002001](#)]. This arbitrated safety net adjustment may be offset against any equivalent amount in rates of pay received by employees whose wages and conditions of employment are regulated by this award which are above the wage rates prescribed in the award. Such above award payments include wages payable pursuant to certified agreements, currently operating enterprise flexibility agreements, Australian workplace agreements, award variations to give effect to enterprise agreements and over award arrangements. Absorption which is contrary to the terms of an agreement is not required.

Increases made under previous National Wage Case principles or under the current Statement of Principles, excepting those resulting from enterprise agreements, are not to be used to offset arbitrated safety net adjustments.

10.1.3 All payment of salary and/or allowances under this award to assistant teachers shall be payable fortnightly during school terms. All payments shall be made by direct bank transfer or by cheque, unless other mutually acceptable arrangements are made.

10.2 Classification of employees

All employees shall be employed in a classification according to the following criteria:

10.2.1 Assistant teachers

10.2.1(a) AT1 level 1 - Assistant teacher 1

This is the entry level for an assistant teacher without qualifications and with no or minimal experience and recognises prior learning in Aboriginal language(s) and culture.

10.2.1(b) AT1 level 2 - Assistant teacher 1

An assistant teacher with the skills and knowledge of work functions normally expected after one year's experience at AT1.

10.2.1(c) AT2 level 1 - Assistant teacher 2

An assistant teacher who has successfully completed one year of formal study, the Batchelor Institute of Indigenous Tertiary Education General Education Program or equivalent formal qualification, or with the level of skill typically expected after four years experience at AT1. Service will be deemed to be continuous if a break in service does not exceed one school semester plus associated stand down/leave periods.

10.2.1(d) AT2 level 2 - Assistant teacher 2

An assistant teacher with the skills and knowledge of work functions normally expected after one year's experience at AT2.

10.2.1(e) AT3 level 1 - Assistant teacher 3

An assistant teacher who has successfully completed two years of formal study, the Batchelor Institute of Indigenous Tertiary Education General Education Program or equivalent formal qualification plus successful completion of the Assistant Teacher Program or the first year of a teacher training program or equivalent.

10.2.1(f) AT3 level 2 - Assistant teacher 3

An assistant teacher with the skills and knowledge of work functions normally expected after one year's experience at AT3.

10.2.1(g) AT4 Assistant teacher 4

An assistant teacher who has successfully completed three years of formal study, the Batchelor Institute of Indigenous Tertiary Education General Education Program or equivalent formal qualification plus successful completion two years of a teacher education program or equivalent.

10.2.1(h) The position classification standards for assistant teachers are contained in 10.3.

10.2.2 Teachers

10.2.2(a) T1 - Teacher level 1

A teacher with one year tertiary education training or equivalent skills and experience.

10.2.2(b) T2 - Teacher level 2

A teacher with two years tertiary training education training or equivalent skill and experience.

10.2.2(c) T3 - Teacher level 3

A teacher with three years of relevant tertiary education or equivalent skills and experience.

10.2.2(d) T4 - Teacher level 4

A teacher with four years of relevant tertiary education, or equivalent skills and experience.

10.2.2(e) T5 - Teacher level 5

A teacher with three, four or five years of relevant tertiary education, or equivalent skills and experience, and with the skills and knowledge of work functions normally expected of a five-year-trained teacher with no post-training experience.

10.2.2(f) T6 - Teacher level 6

A teacher with three, four or five years of relevant tertiary education, or equivalent skills and experience, and with the skills and knowledge of work functions normally expected of a five-year-trained teacher with one year's post-training experience.

10.2.2(g) T7 - Teacher level 7

A teacher with three, four or five years of relevant tertiary education, or equivalent skills and experience, and with the skills and knowledge of work functions normally expected of a five-year-trained teacher with two years' post-training experience.

10.2.2(h) T8 - Teacher level 8

A teacher with three, four or five years of relevant tertiary education, or equivalent skills and experience, and with the skills and knowledge of work functions normally expected of a five-year-trained teacher with three years' post-training experience.

10.2.2(i) T9 - Teacher level 9

A teacher with three, four or five years of relevant tertiary education, or equivalent skills and experience, and with the skills and knowledge of work functions normally expected of a five-year-trained teacher with four years' post-training experience.

10.2.2(j) T10 - Teacher level 10

A teacher with three, four or five years of relevant tertiary education or equivalent skills and experience, and with the skills and knowledge of work functions normally expected of a five-year-trained teacher with five years' post-training experience.

10.2.3 Executive teachers

Executive teacher levels 1-9 represent discreet promotional salary points within the classification structure of the award.

10.3 Position standards

10.3.1 Position classification standards for assistant teachers

10.3.1(a) An assistant teacher is an employee within a predominantly Aboriginal community who, as a member of a teaching team is expected to undergo training, both on-the-job and through approved courses of instruction, initially in the technical aspects of teaching and eventually in the professional aspects of lesson taking and programming, and required to perform tasks, or any combination thereof, in support of the team teacher. The assistant teacher classification standards recognises the prior learning in Aboriginal language(s) and culture of the employee.

10.3.1(b) It is characteristic of this designation that the assistant teacher would, in addition to acquiring competence in simple, routine clerical work, progress through the stages of being technically competent to teach small groups under close supervision, to acquiring some of the professional lesson taking and programming skills necessary in the exercise of autonomy and acceptance of substantial personal responsibility for limited teaching functions.

10.3.1(c) Assistant teacher level 1

10.3.1(c)(i) General standard

An assistant teacher at this level is expected to make contributions to the teaching effort and will be required to perform and carry out any combination of a wide range of routine functions under supervision but may, after gaining experience, exercise some degree of autonomy and accept responsibility for limited functions involving the need for some initiative and discretion.

10.3.1(c)(ii) Typical duties

An assistant teacher at this level, under the direction of the Principal and teaching staff:

- will assist teachers in the preparation of materials and teaching aids;
- assist teachers with the supervision of Aboriginal children involved in individual or group learning tasks;
- supervise children during recess, lunch and at other times as required;
- assist teaching staff to understand Aboriginal culture, lifestyle and custom and provide advice to ensure they are aware of cultural differences;
- performs simple, routine clerical work;
- perform informal interpreting in Aboriginal language(s);
- assist in providing links with Aboriginal families, communities, agencies and other organisations;
- assist in easing which Aboriginal children encounter on admission, due to difference in language and culture.

10.3.1(c)(iii) Skill base

An assistant teacher at this level will have minimal experience. Performance of duties at this level is to be used primarily as initial training to allow the development of expertise and to familiarise the assistant teacher with the role and responsibility of teaching.

10.3.1(d) Assistant teacher - level 2

10.3.1(d)(i) General standard

An assistant teacher at this level may initially require some direction but with increasing experience will begin to exercise initiative and discretion, work with supervision and accept personal responsibility for tasks undertaken, subject to the oversight of the Principal and other teaching staff.

10.3.1(d)(ii) Typical duties

As a further development to those duties required of an assistant teacher level 1 and under the direction of the Principal and teaching staff:

- an assistant teacher level 2 will assist in the preparing and conducting of lessons and sporting activities;

- assist teaching staff in the development, implementation and teaching of Aboriginal Studies;
- provide links with Aboriginal families, communities and organisations on matters affecting the educational outcome of Aboriginal students;
- provide advice on Aboriginal culture, language, traditions, etc., to teaching staff, members of the community, etc.;
- perform basic administrative tasks;
- provide support and guidance to Aboriginal students with regard to school related issues, e.g., work experience, available courses of study, personal matters, health, dress, etc.;
- serve on school committees as required.

10.3.1(d)(iii) Skill base

An assistant teacher at this level will have completed the equivalent of one year of formal study - Batchelor Institute of Indigenous Tertiary Education General Education program or equivalent or four years continuous service.

10.3.1(e) Assistant teacher - level 3

10.3.1(e)(i) General standard

It is characteristic of this level that the assistant teacher performs functions with a degree of autonomy and personal responsibility, subject to the oversight of the Principal and other teaching staff.

10.3.1(e)(ii) Typical duties

As a further development to those duties required of an assistant teacher level 2 and under the direction of the Principal or teaching staff, an assistant teacher level 3 will:

- assist in the preparation, planning and conducting of lessons and social programs for Aboriginal students;
- assist, when required, other assistant teachers within the school;
- keep parents of Aboriginal students informed on school matters and issues specific to Aboriginal Education;

- and participate in the development and implementation of Aboriginal studies and maintain suitable resources.

10.3.1(e)(iii) Skill base

An assistant teacher at this level will have completed the equivalent of two years of formal study - Bachelor Institute of Indigenous Tertiary Education General Education program plus completion of Assistant Teacher Program or completion of first year of teacher education program or equivalent.

10.3.1(f) Assistant teacher - level 4

10.3.1(f)(i) General standard

An assistant teacher at this level exercises a degree of initiative, judgement and autonomy in their classroom duties and working with Aboriginal families to assist students in adjusting to the school environment, subject to the oversight of the Principal and other teaching staff.

10.3.1(f)(ii) Typical duties

As a further development to those duties required of an assistant teacher level 3, and under the direction of the Principal or teaching staff, an assistant teacher level 4 will:

- plan, prepare and conduct lessons and social programs for Aboriginal students;
- in conjunction with other teaching staff, counsel Aboriginal students and their parents on progress, conduct, health, attendance, etc., at school or in their homes;
- liaise with the school, parents and the Aboriginal community on matters affecting the educational outcomes of Aboriginal students;
- promote the development of Aboriginal studies and participate in the development of its teaching methodology;
- serve on Departmental committees as and when required.

10.3.1(f)(iii) Skill base

An assistant teacher at this level will have successfully completed the equivalent of three years of formal study - Batchelor Institute of Indigenous Tertiary Education General Education Program plus two years of teacher education program or equivalent.

10.4 Advancement between levels - teachers and assistant teachers

- 10.4.1** Subject to 10.2.1, each assistant teacher shall progress annually to the next level within the relevant classification salary range having regard to the acquisition and utilisation of skills and knowledge through experience in assistant teaching practice over the relevant period.
- 10.4.2** Subject to 10.2.2, each teacher shall progress annually to the next level within the teacher salary range having regard to the acquisition and utilisation of skills and knowledge through experience in his or her teaching practice over the relevant period.
- 10.4.3** The skills and professional knowledge will be demonstrated by objective criteria developed between the parties, by not later than 31 December 2002, in accordance with Employment Instruction Number 4 of 7 October 1998 (Schedule D - Public Sector Employment and Management Act).

10.5 - Relief teachers

- 10.5.1** A relief teacher will be employed in accordance with the following provision:
- A relief teacher will be employed for a period of not less than two hours on each engagement.
- 10.5.2** A relief teacher will be paid an hourly rate in accordance with the following formula:
- $$\frac{\text{Hourly rate} = A + 20\% \text{ casual loading}}{60}$$
- where:
- $$A = \frac{\text{second annual salary point four year trained} \times 12}{313}$$
- 10.5.3** Employment as a relief teacher will count towards salary level placement and long service leave when employed as a teacher on a permanent or temporary basis.
- For the purposes of this subclause, 195 days of relief teaching equals one year of full-time teaching and one day of relief teacher employment equals six hours.

- 10.5.4** A relief teacher has no entitlement to paid or unpaid leave or paid public holidays.
- 10.5.5** A relief teacher who is required to travel from an urban centre to a remote locality to take up duty is eligible to be paid the following allowances in accordance with the Public Sector Employment and Management By-laws, as amended from time to time:
- Travelling allowance (By-law 30);
 - Camping allowance (By-law 31);
 - Vehicle allowance (By-law 32).
- 10.5.6** Where eligible, a relief teacher is entitled to be paid Northern Territory allowance under the provisions of 11.4
- 10.5.7** With the exception of the provisions specifically set out in this clause, no other allowances or conditions of service contained in this award will apply to a relief teacher.

11. ALLOWANCES

11.1 Special allowances

The following allowances will be paid for all purposes of the award:

Allowances	Per annum \$
Teachers in a special school	
Teacher of special classes	1351
Teacher in charge - one teacher school with primary classes	
Principal of area school	2175
The teacher in charge in a pre-school with two or more teachers	2175
The teacher in charge in a pre-school with one teacher	1054

11.1.1 Eligibility

For the purposes of the preceding subclause in respect of certain teachers stationed in the Northern Territory of Australia:

- 11.1.1(a) Teacher in a special school** includes teachers and executive teachers performing full-time duties at one of the schools listed in Schedule A - Special schools;
- 11.1.1(b) Teacher in a special school** includes teachers and executive teachers performing other than full-time duties for at least one day per week at one of the schools listed in 11.1.1(a) provided that the person will be eligible for an allowance on a pro rata basis;

- 11.1.1(c) **Teacher of special classes** includes teachers and executive teachers performing full-time duties in classes for the deaf, for the blind, within a gaol or remand centres and for designated handicapped children provided that 50% of the children are unable to be integrated for the majority of the time;
- 11.1.1(d) **Principal of an area school** includes an executive teacher designated as a principal of an area school providing both primary and secondary education, provided that such a school has an enrolment of at least 50 secondary pupils; and
- 11.1.1(e) **Teacher** - teacher performing duties as a senior teacher **in-charge of a pre-school with two or more teachers** includes a in a semi-autonomous pre-school where two or more teachers are stationed, provided that neither of the latter teachers is classified as an executive teacher;
- 11.1.1(f) **Teacher in charge in a pre-school with one teacher** is a teacher performing duties as a teacher-in-charge in a pre-school where one teacher is stationed provided that person is not classified as an executive teacher.

11.2 Teacher of exemplary practice scheme eligibility

- 11.2.1 A teacher who successfully completes the agreed assessment procedure will be deemed to be a teacher of exemplary practice level 1, 2 or 3 and will be eligible for the teacher of exemplary practice allowance as follows:
 - 11.2.1(a) Teacher of exemplary practice level 1 - 7.5% of salary to a maximum of 96% of executive teacher 2;
 - 11.2.2(b) Teacher of exemplary practice level 2 - 12.5% of salary to the maximum of executive teacher 2;
 - 11.2.2(c) Teacher of exemplary practice level 3 - 20% of salary to the maximum of executive teacher 4.

11.3 Higher duties allowance

- 11.3.1 For the purpose of this clause:
 - 11.3.1(a) **Higher duties** is defined as temporary performance of the duties of a designation above the substantive designation occupied.
 - 11.3.1(b) **Higher duties allowance** means the difference between the actual salary paid with respect to the substantive designation and the minimum salary point at which the employee would be paid were they to hold the higher duty designation as their substantive designation.
 - 11.3.1(c) **Substantive designation** means the designation to which an employee has been appointed, permanently transferred or permanently promoted.

11.3.2 An employee may be directed to perform higher duties for which duties the employee shall be paid a higher duties allowance in accordance with 11.3.1(b).

11.3.3 Other conditions

11.3.3(a) An employee temporarily performing the duties of a designation, the conditions of service of which differ from those of the designation normally held by the employee, shall be subject to the conditions of service of that designation as though the permanent holder of that designation.

11.3.3(b) An employee who temporarily performs the duties of a designation which mandates a criteria for advancement must meet that criteria before an allowance may be paid.

11.3.4 Allowance not payable in certain circumstances

An employee is not entitled to receive a higher duties allowance unless the employee performs the duties of a higher designation for a period of five days or more.

11.3.5 Partial payment of allowance

Where an employee performing higher duties does not perform all the duties applicable to that designation the Chief Executive Officer shall determine the higher duties allowance payable, calculated as a percentage of the duties performed, and subject to such conditions as the Chief Executive Officer approves.

11.3.6 Payment on leave

An employee who, immediately before proceeding on paid leave, other than long service leave, was receiving higher duties allowance, shall continue to be paid such a higher duties allowance at the same rate which would have applied if not on leave and to the extent that the Chief Executive Officer certifies that the higher duties allowance would have been payable but for the grant of leave.

11.4 Northern Territory allowance

11.4.1 All employees employed on or before 31 July 1987 shall be entitled to Northern Territory allowance as follows:

11.4.1(a) An employee with dependants shall receive \$2237 per annum, less the salary increases provided from the first pay period on or after 1 September 1987 and the first pay period on or after 1 July 1988;

11.4.1(b) An employee without dependants shall receive \$1277 per annum less the salary increases provided from the first pay period on or after 1 September 1987 and the first pay period on or after 1 July 1988.

11.4.2 Employees employed on or before 31 July 1987 living in a locality classified as grade 2 in By-law 26(9) shall be entitled to Northern Territory allowance as follows:

11.4.2(a) An employee with dependants shall receive \$2440 per annum less the salary increases provided from the first pay period on or after 1 September 1987 and the first pay period on or after 1 July 1988;

11.4.2(b) An employee without dependants shall receive \$1500 per annum less the salary increases provided from the first pay period on or after 1 September 1987 and the first pay period on or after 1 July 1988.

11.4.3 An employee with dependants shall receive a rate of Northern Territory allowance of no less than \$960 per annum.

11.4.4 Where new designations or classifications are created and these designations or classifications are occupied by an existing employee allowances provided in 11.4.1 and 11.4.2 shall be calculated by using the following formula:

$$\frac{X}{Y \text{ MULTIPLIED BY } Z}$$

11.4.4(a) For the purposes of 11.4.4:

- **X** - means the nearest higher existing salary paid by the employer for an existing designation or classification to that to be paid for the new designation or classification;
- **Y** - means the annual salary paid by the employer for the new designation or classification;
- **Z** - means the Northern Territory allowance paid for the salary as defined by X above.

11.4.5 All employees with dependants employed on or after 1 August 1987 shall be entitled to receive Northern Territory allowance at the rate of \$960 per annum.

11.5 Special travel allowance

11.5.1 General

An eligible teacher performing teaching duties in the Northern Territory is entitled to a special travel allowance as determined by the Commissioner in accordance with the terms of this clause.

11.5.2 Eligibility

For the purpose of this clause an eligible teacher includes:

- 11.5.2(a)** A teacher whose headquarters is either in Darwin, Alice Springs, Tennant Creek, Nhulunbuy or Katherine and whose principal duty is the provision of advice concerning special education programs at an establishment other than his or her headquarters; or
- 11.5.2(b)** A teacher whose headquarters is a non-urban Aboriginal school whose duties include the provision of educational services at an out-station community; provided that the teacher is absent from his or her headquarters or school while undertaking the duties enumerated in this clause.
- 11.5.2(c)** For the purposes of this subclause a special education program includes a remedial program and programs for the deaf, the disadvantaged, and the handicapped.

11.5.3 Entitlement

- 11.5.3(a)** An eligible teacher is entitled to travel allowance.
- 11.5.3(b)** For the purposes of this clause, travel allowance is calculated on the basis of:
- 11.5.3(b)(i)** a special travel allowance of \$15 for any single day not involving an overnight absence in which the member is absent from residence or headquarters for ten or more hours;
 - 11.5.3(b)(ii)** for overnight travel, an appropriate travel allowance at the rate prescribed by Commissioner's Determinations;
 - 11.5.3(b)(iii)** where a continuous absence from residence or headquarters extends over a number of days a travel allowance at a rate calculated as an aggregate of the rate prescribed.

11.6 End of half semester travel

- 11.6.1** A teacher or assistant teacher permanently stationed at an approved isolated locality is entitled to travel assistance, provided at 11.6.5(c), at the conclusion of half semester in a school year in accordance with the terms of this clause.
- 11.6.2** For the purposes of this clause an approved isolated locality in the Northern Territory which is situated more than 90 kilometres by road from Darwin or Alice Springs and which satisfies the following criteria:
- 11.6.2(a)** the locality is located in isolation from a centre of significant population;
 - 11.6.2(b)** the locality lacks reasonable access by sealed all-weather road to a centre of significant population;
 - 11.6.2(c)** the number of people in the locality can be interpreted as contributing to professional and cultural isolation of members located therein.

- 11.6.3** Where a teacher or assistant teacher's spouse is in receipt of fares or benefits from the N.T. Public Sector the employee will be deemed a teacher or assistant teacher without dependents; provided that where a teacher or assistant teacher spouse is in receipt of end of half semester travel from the NTPS, one of them must elect to be an employee without dependents for the purpose of this clause.
- 11.6.4** A schedule of approved isolated localities, in terms of this clause, is provided at Schedule B - Approved isolated schools.
- 11.6.5** A teacher or assistant teacher permanently stationed at an approved isolated locality is entitled to end of half semester travel for the teacher or assistant teacher and his or her dependants as follows:
- 11.6.5(a)** in a school year in which the teacher or assistant teacher utilises an entitlement under By-law 43 at the conclusion of any one half semester;
 - 11.6.5(b)** in a school year in which the teacher or assistant teacher does not utilise an entitlement under By-law 43 at the conclusion of any two half semesters.
 - 11.6.5(c)** A teacher or assistant teacher entitlement under 11.6.5 will be as follows:
 - 11.6.5(c)(i)** reimbursement for return economy class travel by commercial air transport for the teacher or assistant teacher and his or her dependants, to Darwin or Alice Springs, whichever is the nearer to the employee's workplace by normal commercial air transport; or
 - 11.6.5(c)(ii)** reimbursement for return economy class travel by commercial air transport to an alternative mainland centre of significant population for the teacher or assistant teacher and his or her dependants, provided that this travel does not exceed the cost of travel under 11.6.5(c)(i); or
 - 11.6.5(c)(iii)** where travel is undertaken by road, an allowance for the use of a private vehicle on a specified journey in accordance with the provisions of By-law 43 provided that this allowance does not exceed the cost of travel under 11.6.5(c)(i).

11.7 Freight allowance

- 11.7.1** A freight allowance will be paid to a teacher or assistant teacher stationed at a prescribed remote locality. For the purposes of 11.7.1 the prescribed remote localities are contained in Schedule C - Prescribed remote schools.

11.7.2 The amount of freight allowance payable to a teacher or assistant teacher, as determined by the Commissioner, will be equal to the cost actually incurred by him or her in the freight by scheduled air service, regular road service or barge, of foodstuffs from a proscribed remote locality at which he or she is stationed, up to a limit of twelve kilograms per week for a teacher or assistant teacher without dependants or of 23 kilograms per week for a teacher or assistant teacher with dependants. Where a teacher, however, in addition to the family unit of two adults or a single parent and child, there are two or more children or a dependent adult and one child or more, the allowance will be enlarged by eight kilograms per week, except that:

11.7.2(a) A teacher's entitlement may accumulate for up to four weeks; and

11.7.2(b) A freight allowance is not payable to a teacher or assistant teacher at the rate for a teacher or assistant teacher with dependants in respect of freight costs incurred in any week where another member of his or her family residing in the same locality as the teacher or assistant teacher has, in that week, already become eligible to be paid a freight allowance in accordance with this subclause.

11.7.3 A teacher or assistant teacher who is permanently stationed in Nhulunbuy or Yirrkala will be entitled to payment of a weekly allowance for freight of foodstuffs for a period of 45 weeks in any year at a rate determined by the Commissioner, in respect of whether the teacher or assistant teacher has or does not have dependents.

11.8 Leave airfare allowances

11.8.1 Assistant teachers employed on or before 31 July 1987 will be entitled to receive leave airfares in accordance with By-laws 33 or 47.

11.8.2 Teachers employed on or before 12 April 1990 will be entitled to receive leave airfares, as determined by the Commissioner, in accordance with By-laws 33 or 47.

11.8.3 Teachers and assistant teachers entitled to a leave airfare in accordance with By-law 33 will be entitled to access the provisions of By-laws 34 in conjunction with that airfare.

11.8.4 No assistant teacher employed on or after 1 August 1987 will be entitled to a leave airfare in accordance with this clause.

11.8.5 No teacher employed on or after 13 April 1990 will be entitled to a leave airfare in accordance with this clause.

11.9 Superannuation

11.9.1 An employee will be entitled to a superannuation benefit the equivalent of a percentage of ordinary time earnings, calculated on a formula agreed to between the parties to this award.

- 11.9.2** The employer will contribute to a superannuation fund in respect of each employee such superannuation contributions as required to comply with the *Superannuation Guarantee (Administration) Act 1982* and the *Superannuation Guarantee Charge Act 1982* as amended from time to time and in accordance with the National Wage Case decision of April 1991 [Print K2567].
- 11.9.3** The superannuation contributions of the employer shall be made to a superannuation fund, the structure and administration of which will be as agreed between the parties to this award and by trust deed.

PART 5 - LEAVE OF ABSENCE

12. RECREATION LEAVE - LEAVE LOADING

12.1 An employee shall be entitled to a recreation leave loading as follows:

- 12.1.1** a sum of 17.5% of the value of the recreation leave credit based on their salary (including any allowances in the nature of salary) as at 1 January in the year in which the recreation leave accrued; or
- 12.1.2** to a maximum payment of the equivalent of the average weekly earnings of Northern Territory males and females ascertained from the Australian Statistician for the quarter ended 31 August of the year preceding the year in which the date of accrual occurs;
- whichever is the lesser.

12.2 An employee is not entitled to be paid a recreation leave loading unless an application is approved for use of at least one week of recreation leave.

12.3 On cessation of employment an employee shall be entitled to payment in lieu of any unpaid recreation leave loading, and pro rata payment of a recreation leave loading calculated on the basis of 1/12th of the recreation leave loading entitlement at 1 January last, for each completed month of service in the year of cessation.

12.4 Where an employee commenced and ceased duty in the same year, salary for the purposes of 12.3 shall be the salary which would have been payable to them had they been employed on 1 January of that year.

12.5 The following formula is to be used in the calculation of the recreation leave loading:

$$A \times B \times 0.175 \times \frac{6}{313}$$

where:

- 12.5.1** A = annual salary at 1 January and includes any allowances in the nature of salary payable;
- 12.5.2** B = number of weeks recreation leave accrued at 1 January;

12.5.3 0.175 = 17.5%;

12.5.4 $\frac{6}{313}$ = factor to convert annual salary to a weekly wage.

13. PERSONAL LEAVE

The provisions of this clause apply to full-time, regular part-time and temporary employees, but do not apply to casual employees.

13.1 Paid personal leave will be available to an employee when they are absent due to:

- personal illness or injury (sick leave); or
- for the purposes of caring for an immediate family or household member who is sick and requires the employee's care and support (carer's leave); or
- bereavement on the death of an immediate family (bereavement leave).

13.2 Immediate family or household

13.2.1 The entitlement to use personal leave for the purposes of carer's or bereavement leave is subject to the person being either:

13.2.1(a) a member of the employee's immediate family; or

13.2.1(b) a member of the employee's household.

13.2.2 The term **immediate family** includes:

13.2.2(a) spouse (including a former spouse, a de facto spouse and a former de facto spouse) of the employee. A **de facto spouse** means a person who lives with the employee as his or her husband or wife on a bona fide domestic basis; and

13.2.2(b) child or an adult child (including an adopted child, a stepchild or an ex-nuptial child), parent, grandparent, grandchild or sibling of the employee or spouse of the employee.

13.3 Sick leave

13.3.1 Three weeks of sick leave will be available to full-time and part-time employees in the first and subsequent years of service; sick leave for part-time employees will be on a pro rata basis, based on the specified part-time hours of duty compared to full-time hours. Such leave is cumulative.

13.3.2 A temporary employee shall:

- 13.3.2(a)** not be credited with sick leave on commencement, but shall be entitled to apply for sick leave of up to one week for each period of two months service provided that the total leave does not exceed three weeks at full pay within the first twelve months service;
- 13.3.2(b)** on completion of twelve months service, be credited with six weeks sick leave on full pay less any leave granted under 13.3.2(a);
- 13.3.2(c)** on completion of each period of twelve months of continuous service thereafter, accrue three weeks sick leave on full pay;
 - and such leave is to be cumulative.

13.4 Sick leave may be granted:

13.4.1 on production of satisfactory medical evidence to the extent of sick leave credits:

13.4.1(a) at full pay; or

13.4.1(b) on the employee's request, at half pay where the period of absence required is one day or more, or

13.4.2 without production of medical evidence, in any sick leave year, to the extent of five working days or the equivalent number of hours of duty provided that not more than three of those days are consecutive working days or the equivalent number of hours of duty.

13.5 Bereavement leave

An employee may be granted paid leave up to three days on the occasion of the death of an immediate family member or other person approved by the chief executive officer.

13.6 Carer's leave

Access to sick leave credits in accordance with 13.4.1(a) and 13.4.1(b) can also be used to care for sick family members for up to ten days in any sick leave year.

13.7 Personal emergency leave

13.7.1 The Chief Executive Officer may, upon sufficient cause being shown, grant a teacher or assistant teacher leave with pay for a period not exceeding three days in any twelve months.

13.7.2 For the purposes of this section, any twelve months will be calculated from a teacher's or assistant teacher's commencement date.

14. LEAVE TO ATTEND INDUSTRIAL RELATIONS BUSINESS

- 14.1** A teacher or assistant teacher who is summonsed to attend proceedings as a witness will be granted leave with full pay for the period necessary to travel to and from and be present at the proceeding.
- 14.2** Leave granted under this clause will not include any period covered by an existing approval of leave.
- 14.3** Leave granted under this clause will count as service for all purposes.

15. PUBLIC HOLIDAYS

15.1 The following days shall be observed as public holidays:

- 15.1.1** 1 January (New Year's Day) or, if that day falls on a Saturday or Sunday, the following Monday;
- 15.1.2** 26 January (Australia Day) or, if that day falls on a Saturday or a Sunday, the following Monday;
- 15.1.3** Good Friday;
- 15.1.4** The Saturday following Good Friday;
- 15.1.5** The Monday following Good Friday;
- 15.1.6** 25 April (Anzac Day) or, if that day falls on a Sunday, the following Monday;
- 15.1.7** The first Monday in May (May Day);
- 15.1.8** The second Monday in June (Queen's Birthday);
- 15.1.9** The first Monday in August (Picnic Day);
- 15.1.10** Show Day shall apply to assistant teachers on the day and in the locality for which it is gazetted;
- 15.1.11** 25 December (Christmas Day) or, if that day falls on a Saturday or Sunday, the following Monday;
- 15.1.12** 26 December, (Boxing Day) or, if that day falls on a Saturday, the following Monday or, if 26 December falls on a Sunday or Monday, the following Tuesday.
- 15.2** Where any other day is proclaimed or Gazetted by the Minister to be a public holiday pursuant to the *NT Public Holidays Act 1996*, that day will be observed as a public holiday for the purposes of this clause.

SCHEDULE A - SPECIAL SCHOOLS

1. SPECIAL SCHOOLS FOR SALARY RELATED ALLOWANCES, 11.1.1(A)

Acacia Hill/Alice Springs Special	Hodgson River	Peppimenarti
Alcoota	Imanpa/Mt Ebenezer	Pigeon Hole
Alekarenge/Warrabri	IPOLERA	Pine Creek
Alpurrurulam/Lake Nash	Jilkminggan/Djimbire	Pularumpi
Amanbidji	Kalkarindji	Ramingining
Amoonguna	KIANA	ROBINSON RIVER
Ampilatwatja/Ammaroo	Kintore Street	Rockhampton Downs
ANGURUGU	Lajamanu/Hooker River	Royal Darwin Hospital
Areyonga	Laramba/Napperby	Shepherdson College
Barunga/Bamyili	Mamaruni/Crocker Island	Stirling
Bauhinia Downs/Nicholson River	MANINGRIDA	Ti Tree
BELYUEN	M'bungbara	TIMBER CREEK
Borroloola	Milikapiti/Snake Bay	Titjikala/Maryvale
Bulla Camp	Milingimbi	Ukaka HLC/Lilla
BULMAN	Milyakburra	Umbakumba
CANTEEN CREEK	Minyerri/Hodgson Downs	Urapunga
Corella Creek/Brunette Downs	MT ALLAN	Utopia
Docker River	MURRAY DOWNS	WALLACE ROCKHOLE
Don Dale Centre/Dundas Hs	Mutitjulu	Walungurru/Kintore
ELLIOTT	NEMARLUK	Waruwi/Goulburn Island
Epenarra	Neutral Junction	Watiyawanu/Mt Leibig
Finke	Newcastle Waters	Willowra
Gapuwiyak/Lake Evella	Nganmariyanga/Palumpa	WOOLANING
Gochan Jinny-Jirra	Ngukurr	Woolianna/Daly River
Gunbalanya/Oenpelli	Ntaria	Wugularr/Beswick
Haasts Bluff	Numbulwar	Yarralin
HARTS RANGE	NYIRRPI	Yirrkala
Henbury/Coconut Grove	Papunya	Yuendumu

1.1 All allowance provisions are bound to the Hub-school. Hence, approved Annexes providing for children with disabilities, and Homeland Centres, have the same allowance entitlement as their Hub-school.

SCHEDULE B - APPROVED ISOLATED SCHOOLS

1. APPROVED ISOLATED SCHOOLS FOR END OF HALF SEMESTER TRAVEL, 11.6.4

Alcoota	Ipolera	Pigeon Hole
Alekarenge/Warrabri	Jabiru Area *	Pularumpi/Garden Point
Alpurrurulam/Lake Nash	Jilkmिंगgan/Djimbire	Ramingining
Alyangula	Kalkarindji	Robinson River
AMANBIDJI	KIANA	Rockhampton Downs
Ampilatwatja/Ammaroo	Lajamanu/Hooker River	Shepherdson College
Angurugu	Laramba/Napperby	Stirling
Areyonga	M'bungbara	Tennant Creek HS
Barunga/Bamyili	Mamaruni/Crocker Island	Tennant Creek PS
Bauhinia Downs/Nicholson R	Maningrida	Tennant Creek RO
BELYUEN	MATARANKA	Ti Tree
BORROLOOLA	Milikapiti/Snake Bay	Timber Creek
Bulla Camp	Milingimbi	Tipperary
Bulman	Milyakburra	Titjikala/Maryvale
CANTEEN CREEK	Mt Allan	Ukaka HLC/Lilla
Corella Creek/Brunette Downs	MURRAY DOWNS	Umbakumba
Docker River	Mutitjulu	Urapunga
Douglas Daly	NEUTRAL JUNCTION	Utopia
DUNDEE BEACH	Newcastle Waters	Wallace Rockhole
Elliott	Nganmariyanga/Palumpa	Walungurru/Kintore
Epenarra	Ngukurr	Warruwi/Goulburn Island
Finke	Nhulunbuy HS	Watiyawanu/Mt Leibig
Gapuwiyak/Lake Evella	Nhulunbuy PS	Willowra
Gochan Jinny-Jirra	Nhulunbuy RO	Woolaning
Gunbalanya/Oenpelli	Ntaria	Woolianna/Daly River
Haasts Bluff	Numbulwar	Wugularr/Beswick
HARTS RANGE	Nyirripi	Yarralin
Minyerri/Hodgson Downs	Papunya	Yirrkala
Hodgson River	Peppimenarti	Yuendumu
Imanpa/Mt Ebenezer		Yulara

1.1 *Jabiru Area – No entitlement except for those teachers who were located at Jabiru prior to 1 July 1996. These teachers have an entitlement of up to two fares per year.

1.2 All allowance provisions are bound to the Hub-school. Hence, approved Annexes providing for children with disabilities, and Homeland Centres, have the same allowance entitlement as their Hub-school.

SCHEDULE C - PRESCRIBED REMOTE SCHOOLS

1. PRESCRIBED REMOTE SCHOOLS FOR FREIGHT ALLOWANCE, 11.7.1

Alcoota	Imanpa/Mt Ebenezer	Pigeon Hole
Alekarenge/Warrabri	Ipolera	Pularumpi/Garden Point
Alpurrurulam/Lake Nash	Jilkminggan/Djimbre	Ramingining
Alyangula	Kalkarindji	Robinson River
Amanbidji	Kiana	Rockhampton Downs
Ampilatwatja/Ammaroo	Lajamanu/Hooker River	Shepherdson College
Angurugu	Laramba/Napperby	Stirling
Areyonga	M'bungbara	Tennant Creek HS
Barunga/Bamyili	Mamaruni/Crocker Island	Tennant Creek PS
Bauhinia Downs/Nicholson R	Maningrida	Tennant Creek RO
Belyuen	Mataranka	Ti Tree
Borrooloola	Milikapiti/Snake Bay	Timber Creek
Bulla Camp	Milingimbi	Tipperary
Bulman	Milyakburra	Titjikala/Maryvale
Canteen Creek	Mt Allan	Ukaka HLC/Lilla
Corella Creek/Brunette Downs	Murray Downs	Umbakumba
Docker River	Mutitjulu	Urapunga
Douglas Daly	Neutral Junction	Utopia
Dundee Beach	Newcastle Waters	Wallace Rockhole
Elliott	Nganmariyanga/Palumpa	Walunguru/Kintore
Epenarra	Ngukurr	Warruwi/Goulburn Island
Finke	Nhulunbuy HS	Watiyawanu/Mt Leibig
Gapuwiyak/Lake Evella	Nhulunbuy PS	Willowra
Gochan Jinny-Jirra	Nhulunbuy RO	Woolaning
Gunbalanya/Oenpelli	Ntaria	Woolianna/Daly River
Haasts Bluff	Numbulwar	Wugularr/Beswick
Harts Range	Nyirripi	Yarralin
Minyerri/Hodgson Downs	Papunya	Yirrkala
Hodgson River	Peppimenarti	Yuendumu
		Yulara

1.1 All allowance provisions are bound to the Hub-school. Hence, approved Annexes providing for children with disabilities, and Homeland Centres, have the same allowance entitlement as their Hub-school.

SCHEDULE D - PUBLIC SECTOR EMPLOYMENT AND MANAGEMENT ACT

1. EMPLOYMENT INSTRUCTION NUMBER 4

1.1 Performance management

1.1.1 Scope and purpose

1.1.1(a) This Employment Instruction sets out the minimum requirements for the development and implementation of performance management systems in agencies. The structure of systems will differ between agencies and will reflect the needs of employees and the respective agencies.

1.1.1(b) The Office of the Commissioner for Public Employment will provide advice and assistance to agencies on performance management systems on request.

1.1.2 Legislative basis

Sections 24(f), 24(g) and 28(g) of the *Public Sector Employment and Management Act 1993* (the Act).

1.1.3 Other sources of information

The following Employment Instructions should be read in conjunction with this Instruction:

- Employment Instruction Number 5 - Medical incapacity;
- Employment Instruction Number 6 - Inability to discharge duties; and
- Employment Instruction Number 7 - Discipline.

1.1.4 Reporting requirements

Section 28(g) of the Act requires Chief Executive Officers to report annually on management training and staff development programs within their agencies.

1.1.5 Agency action required

Chief Executive Officers shall develop and implement performance management systems for their agencies.

1.1.6 Performance management - objectives

- 1.1.6(a)** Performance management is the process of identifying, evaluating and developing the work performance of employees so that the agency's goals and objectives are more effectively achieved. Effective performance management is designed to enhance performance, identify performance requirements, provide feedback relevant to those requirements and assist with career development.
- 1.1.6(b)** The primary objectives of performance management are:
- to assist in the achievement of enhanced standards of work performance of an employee or class of employees;
 - to assist employees to identify knowledge and skills to perform their job efficiently;
 - for employees to work towards defined goals;
 - for employees to receive regular feedback on performance; and
 - for employees to achieve personal growth through acquiring relevant knowledge and skills and attitudes.
- 1.1.6(c)** The management of medical incapacity, inability to discharge duties and disciplinary processes are separate from an agency's performance management system and are to be seen as separate.

1.1.7 Performance management - systems

- 1.1.7(a)** Performance management systems are designed to clarify objectives, assist in the management of individual employee performance and plan relevant training and development programs.
- 1.1.7(b)** Consistent with the primary objectives, performance management should be seen as a totally integrated system of personnel management. Personnel management includes job and work design, job descriptions, selection process, induction, identification of performance requirements, training, effective supervision, performance feedback and counselling.
- 1.1.7(c)** The following features should be considered by Chief Executive Officers for inclusion in performance management systems:
- an education strategy to ensure supervisors and employees are informed of the agency's performance management system before participating in the program;
 - a process that does not disadvantage, devalue or discriminate against any individual on the basis of gender, cultural background or any other attribute not relevant to the workplace;

- a process that ensures complete confidentiality of all documentation associated with the planning and review of any employee's performance (associated documentation should only be available to the employee, the employee's supervisor and the supervisor's manager, and is not to be placed on the employee's personnel file);
- a consistent link between the goals and objectives set for the agency and the employee;
- a clear statement of goals and objectives for each employee at the beginning of each evaluation period and the provision of feedback on individual performance against the set objectives;
- an identification of attitudes, knowledge and skills for effective individual performance and plans for staff to undertake relevant training, education and development programs and;
- timely evaluations which reflect a fair assessment of an employee's performance during the specified period based on the set objectives.

1.1.8 Other matters to be considered

1.1.8(a) Many factors may be considered when seeking to enhance performance, such as:

- adequacy of supervision;
- organisational factors such as job definition, job design, induction, adequate evaluation and feedback;
- proper matching of people and jobs (improved selection techniques);
- possession of necessary skills to perform the tasks efficiently;
- interpersonal relationships within the immediate or work related area;
- personal/family circumstances; and
- medical considerations.

1.1.8(b) A good performance management system will help identify such factors and an integrated approach to personnel management within an agency should provide mechanisms for dealing with them.

1.1.9 Training requirements

Employees at all levels may require assistance to develop the skills necessary to assist in the effective implementation of all components of performance management systems.

1.1.10 Further reading

This section includes a number of reading relating to recruitment and promotion. These are not intended to be exhaustive and may be updated from time to time.

1.1.10(a) Information Series Papers:

- No. 3 - Giving and receiving feedback; and
- No. 10 - Mentoring within the NT Public Sector.

** end of text **