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R. V.  
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# Simplified Pay Modelling Approach Sydney Trains

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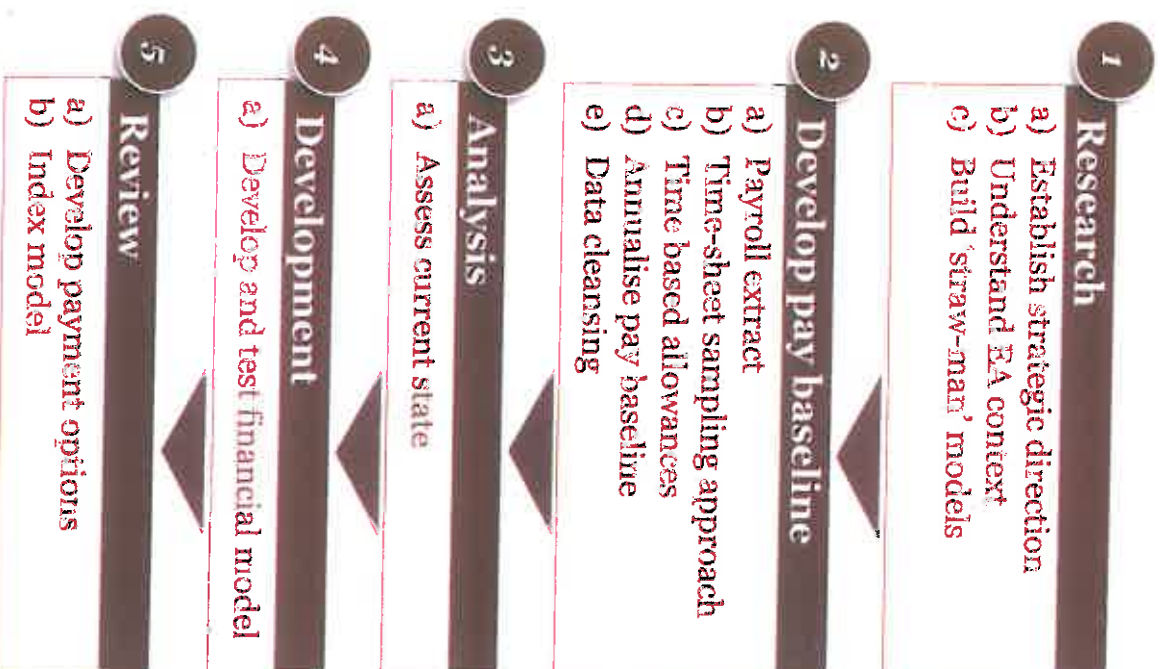
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# *Agenda*

- 1 Introduction and context of the session**
- 2 Presentation**
- 3 Questions**

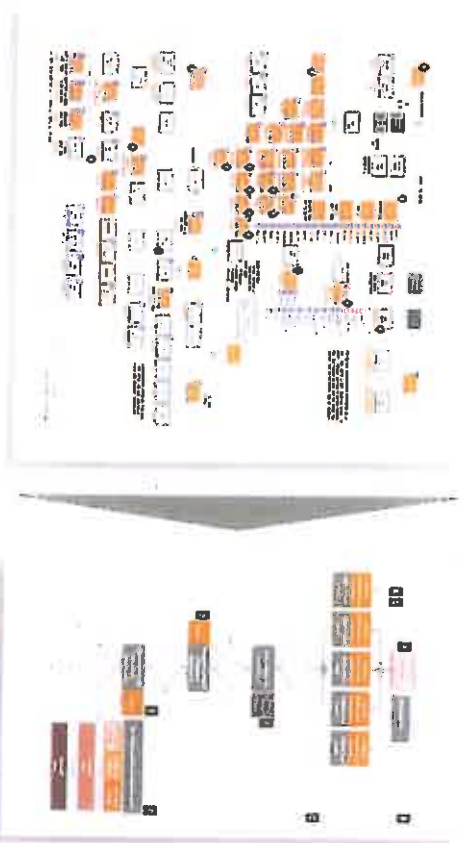
# Approach

# Approach



# Establish strategic direction

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*Current Allowances Model - driver use*

*Simplified Pay Model*

- Critical Guiding Principles**
- Simplify pay for crew and improve accuracy
  - Simplify pay from the organisational perspective
  - Maintain base pay benchmark
  - Shift penalties and weekend loadings remain
  - No overall reduction in net payment to staff



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# Spread of EAs we looked at

## 1 Peer Industry

- Old Rail Train Crew Certified Agreement 2013
- V/Line Rail Operations EA 2012-2015
- BMA Rail Greenfields Agreement 2013 (Drivers)
- Pacific National Intermodal Train Crew Enterprise Agreement 2013 (Drivers)
- Transperth Train Operations Rail Car Drivers Industrial Agreement 2013 (WA – Driver)
- Rail Commissioner Rail Operations EA 2011
- KiwiRail Multi Employer Collective Agreement 2012-2014
- Melbourne Metro Rail Operations EA 2012-2015

## 2 Other Industry

- Sydney Ferries Maritime (AMOU and MUA) Enterprise Agreement 2012
- Bus: Transdev NSW and TUW
- State Transit Authority Division of Government Service Bus Operations Enterprise (State) Award 2012 (This is an award, not EA)
- Sydney Ferries Maritime (AMOU and MUA) Enterprise Agreement 2012

## 3 Other (Private Sector)

- Aviation: Qantas Flight Attendants
- Aviation: Qantas Ground Services Pty Ltd Ground Handling Agreement 2013
- Aviation: Virgin Australia Short Haul Pilots Agreement 2013
- 24 Hour distribution: Woolworths SDAEA Mulgrave Produce and Recycling Enterprise Agreement 2012-2015
- 24 hour freight forwarding: DHL Express NSW Operations Agent Enterprise Agreement 2013
- 24 hour forwarding: Toll Air Express (Brisbane) Enterprise Agreement 2013

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## Understand the EA context

1

### Peer Industry

- Annualised salaries less common
- Some aggregation of allowances
- Collective employee incentives

2

### Other Industry

- Base rates of pay, plus monetary entitlements
- Collective employee incentives
- Incentive based allowances more prevalent

3

### Other (Private Sector)

- More variation between organisations
- Recent trend towards simplification
- Inconveniences and duties considered part of daily role
- More often structured at an individual level

### Key trends:

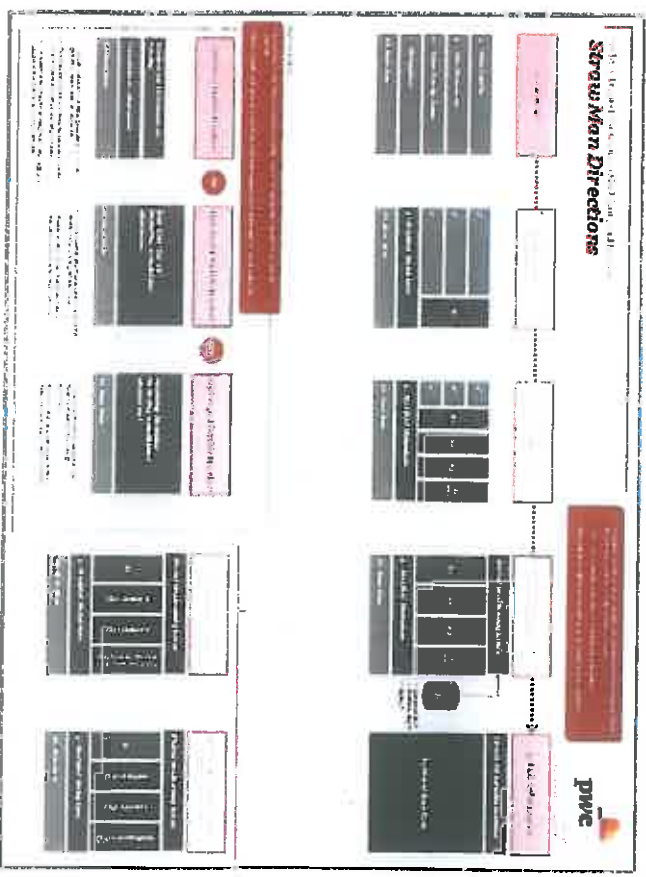
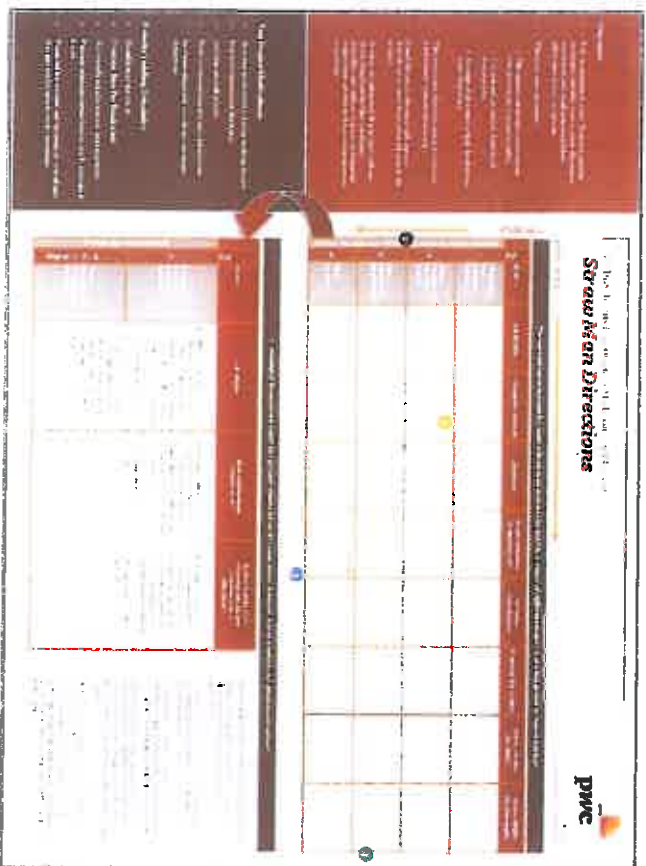
- Unsocialable hours are incentivised
- Trend towards aggregation and simplification
- Use of collective employee incentives (in peer and EA industries)



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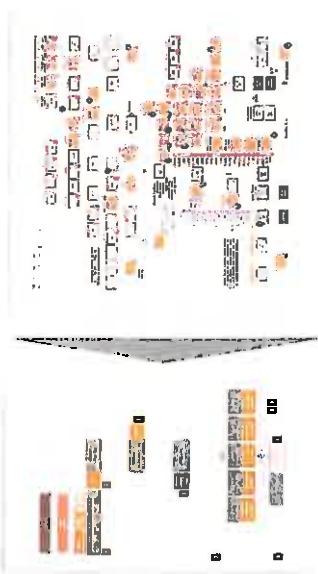
# Build 'straw-man' models

- We developed 'straw-man' models to determine the ways to cut the data and understand it.
- This fed into our analysis of the current payroll system and guided the design thinking for pay model options.

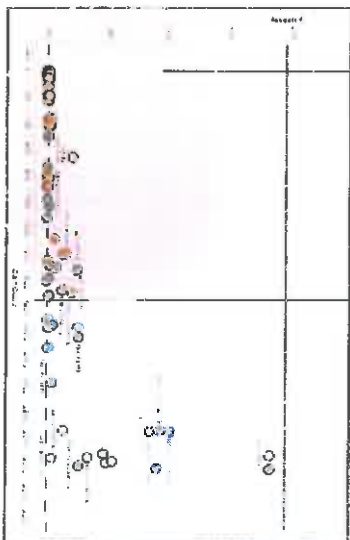


# Assess current state

- 1 **Current allowances structure**
  - Highly complex
  - Difficult to understand
  - Significant manual operational requirements



- 2 **Allowance claimed**
  - Many claimed by few employees
  - Representing negligible overall volumes



- 3 **Claiming intensity**
  - Identified across depots and role families
  - Fed into 'straw-man' options

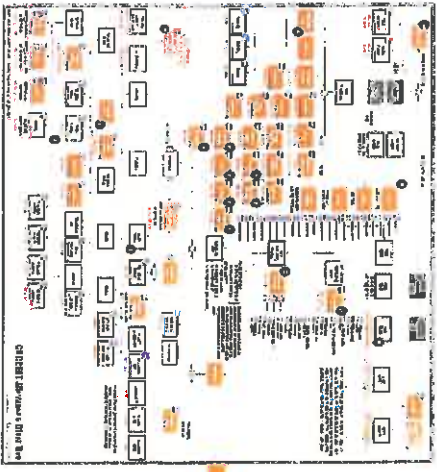


# Develop and test financial model

Overview of how financial model worked

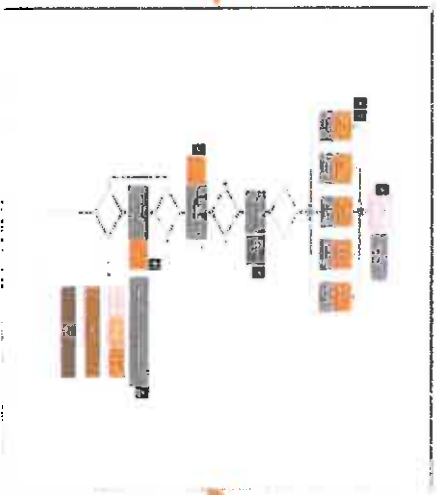
1 Current gross pay per employee

(using payroll data)



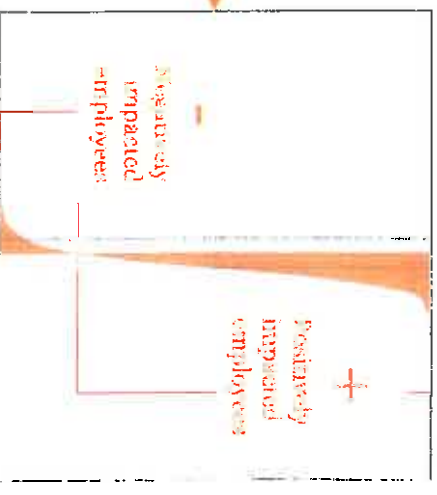
2 New gross pay by new allowance type calculated

(using payroll, baseline and OpCrew rostering data)



3 Current and new gross pay compared per employee

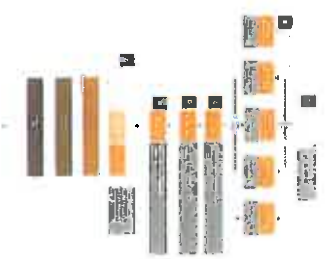
(by allowance, depot and position title)



# Develop payment options

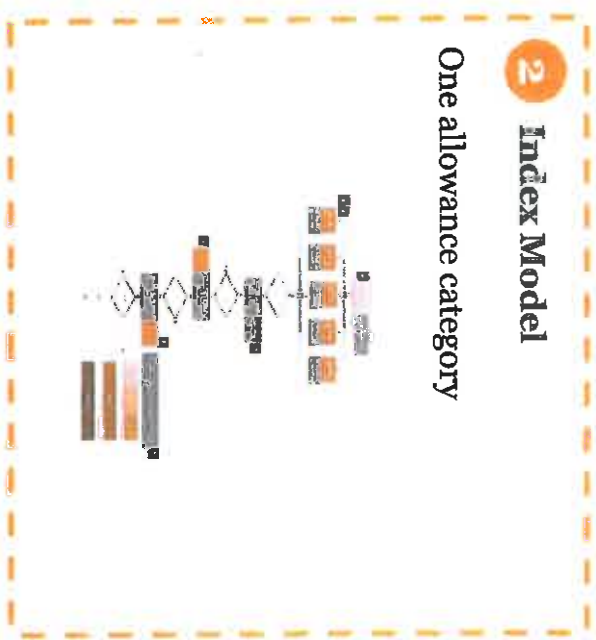
## 1 Layered Model

Incrementally added allowance categories



## 2 Index Model

One allowance category



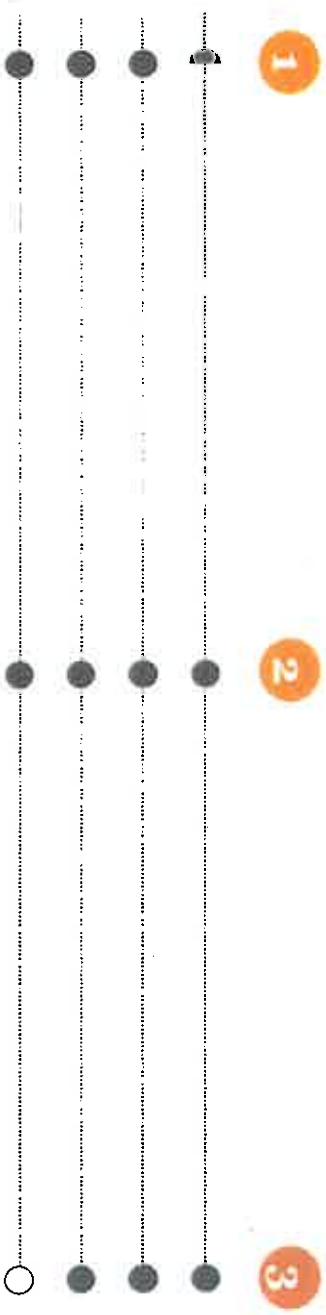
## 3 All Purpose Rate Model

Regular fixed allowance payments

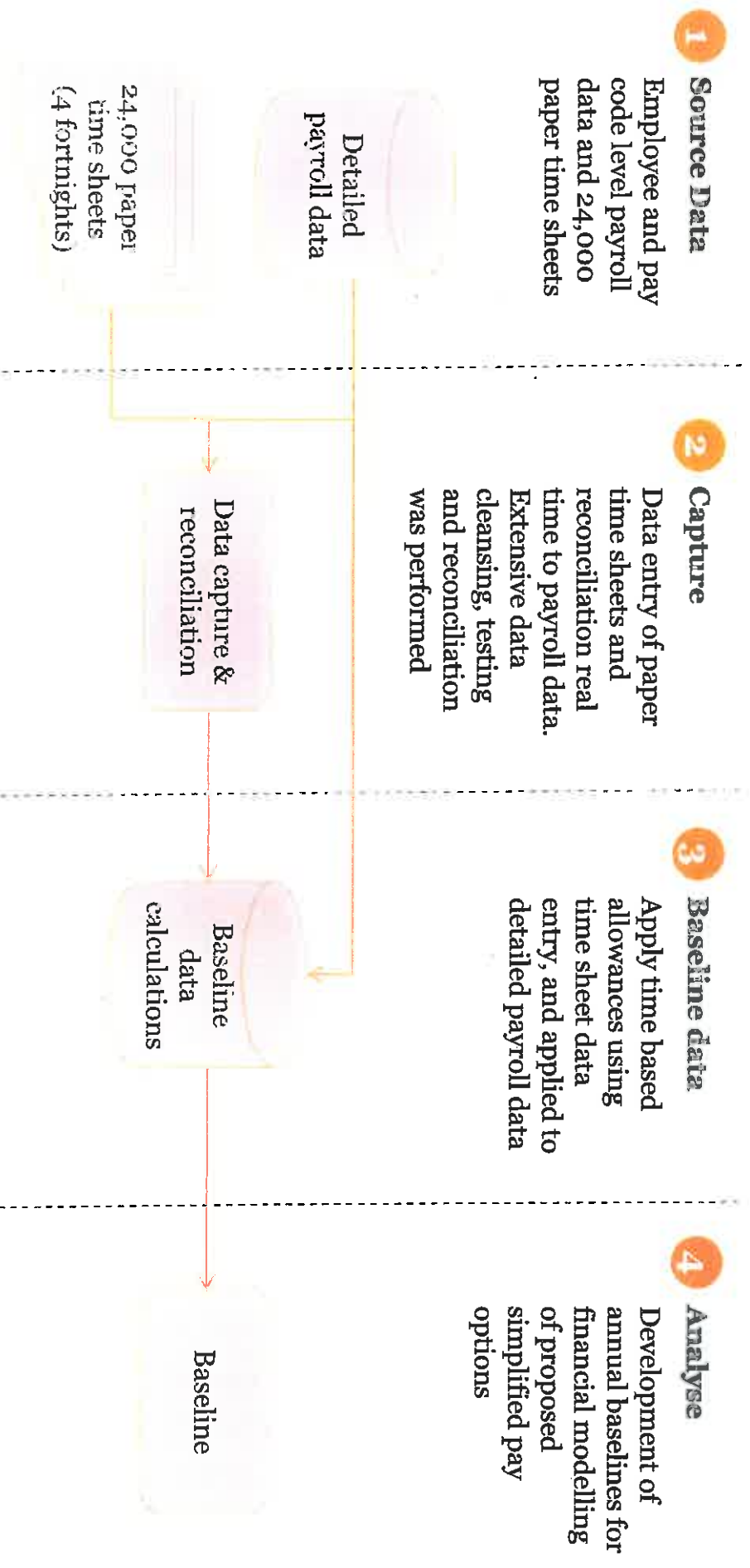


### Guiding Principles

- 1 Simplify and improve accuracy
- 2 Maintain base pay benchmark
- 3 Incentive for unsociable hours
- 4 No overall reduction in net pay



# Develop pay baseline data





**Q1**  
24,000 time sheets / 8 weeks = 3,000 employees. Sydney Trains Train Crew is 2,400. Please explain

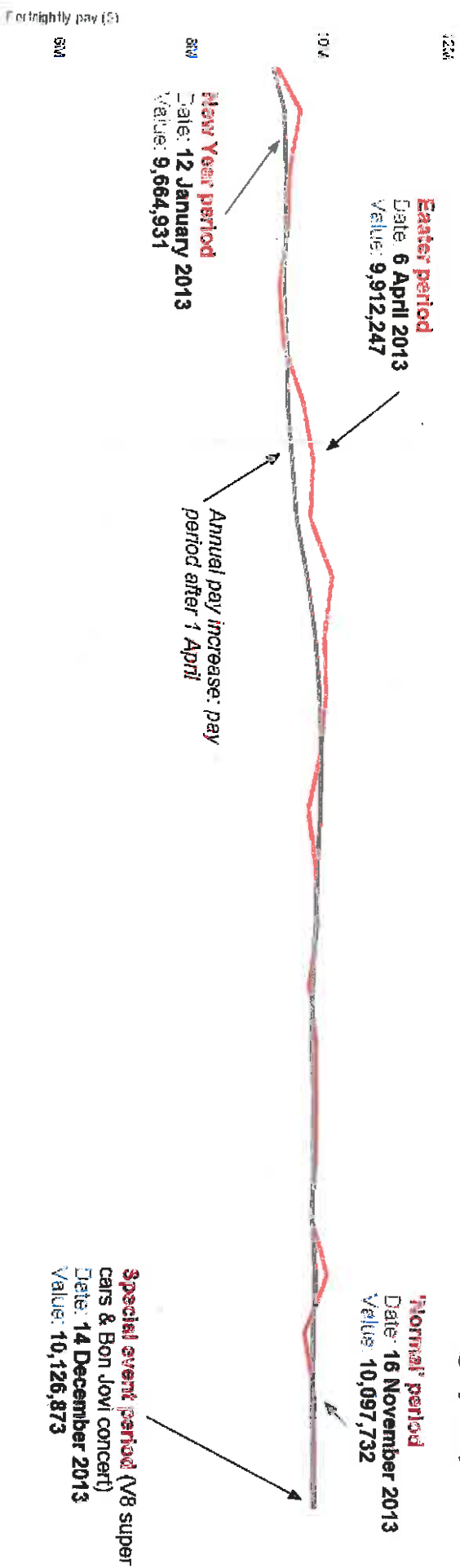
All Sydney Trains and NSW Trains staff (including Regional) were included in the time sheet analysis. Only ~18,000 Sydney Trains time sheets were used calculate the ratios for financial year 2014/15.

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# Time sheet sampling approach

*A sample of time sheets for 4 fortnights was used to develop an annualised view of the time based allowances for all Sydney Trains and NSW Trains staff*

Total payroll trend for calendar year 2013 (red line) and the moving average based upon the prior 2 months (grey line)



0k

20k

40k

60k

80k

100k

120k

**Q3**

What 4 sample fortnights we're used for the time sheet analysis?

1. New Year: 12 Jan 2013
2. Easter: 6 Apr 2013
3. Normal: 16 Nov 2013
4. Special event: 14 Dec 213

**Q9**

Did Sydney Trains give time sheets to PwC / or did they choose periods?

The 4 selected fortnights were agreed between PwC and Sydney Trains as being representative of total pay throughout a year, including for time based allowances.

2011

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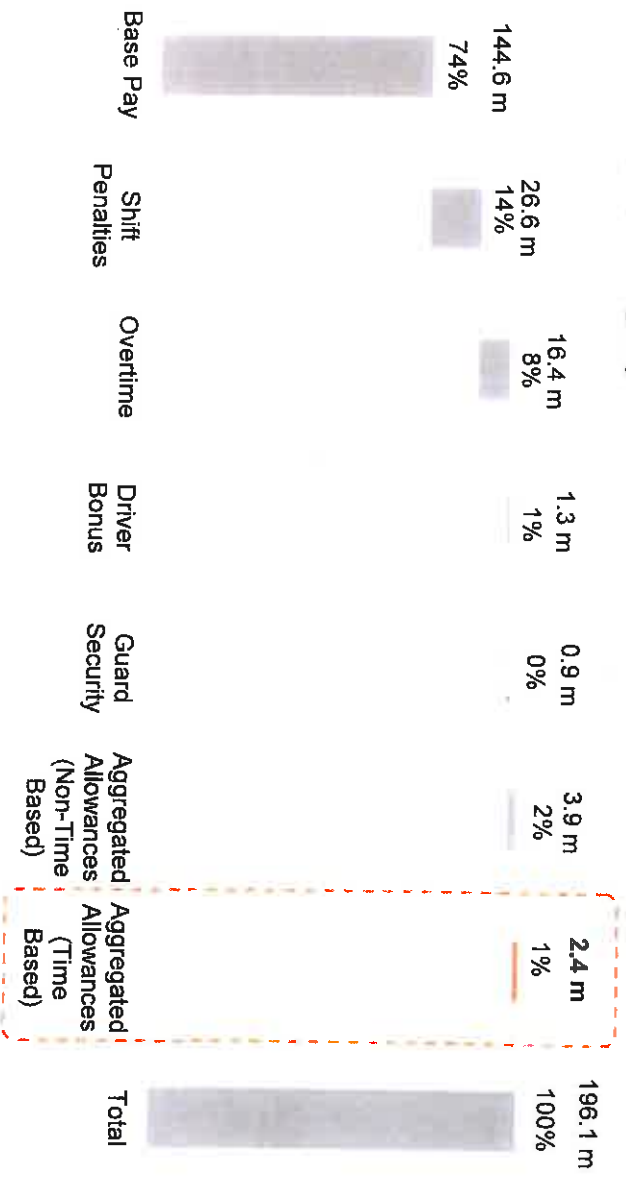
# Time based allowances

A sample of 4 fortnights were used to develop an annualised view of the time based allowances

## Approach

- Time based allowances grouped in payroll (e.g. Lift Up and Lay Back Build Up and Excess KMs).
- 4 fortnights sampled to disaggregate these time based allowances.
- Data extrapolated to form an annualised view of the time based allowances for calendar year 2013.
- Ratios applied to financial year 2014/15 payroll data (Sydney Trains data only).
- 1.2% of the total payroll cost for financial year 2014/15 is time based allowances (\$2.4m of \$196m).

## Total Pay by category



**Q2**  
Why was the time sheet analysis carried out for calendar year 2013 now financial year 2014/15, does this mean it was done twice?

Time sheet analysis was implemented on calendar year 2013. Ratios from 2013 were applied to the most recent actual payroll data for financial year 2014/15 to determine timed allowances.

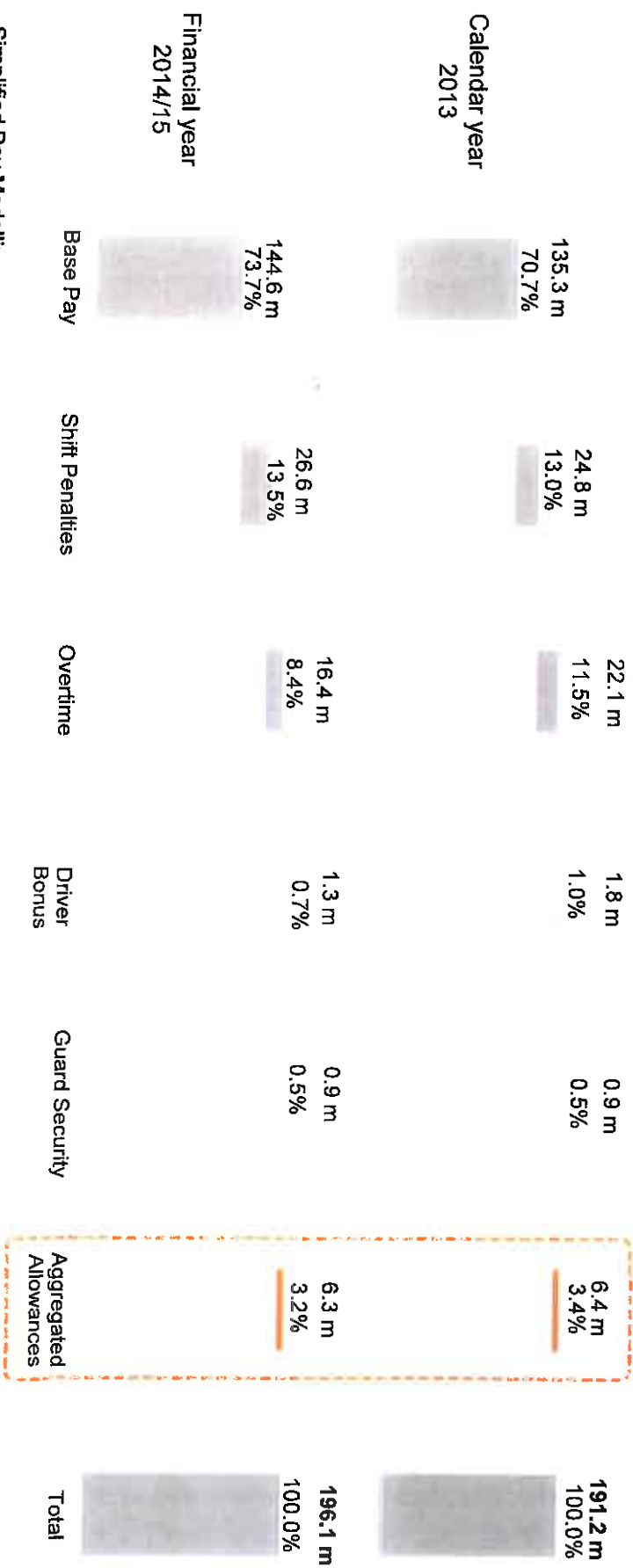


# Time based allowances (continued)

A sample of 4 fortnights were used to develop an annualised view of the time based allowances

**Q2**  
Why 2013 now 2014/15, does  
this mean it was done twice?

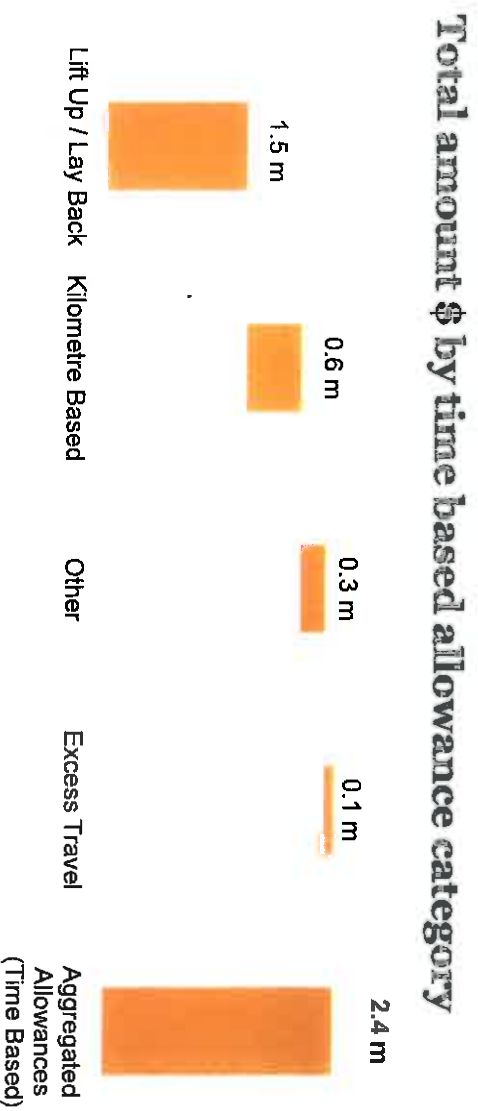
Immaterial change in overall Aggregated Allowances from calendar year 2013 to financial year 2014/15



## Time based allowances (continued)

A sample of 4 fortnights were used to develop an annualised view of the time based allowances

**Q4**  
How many occurrences  
are there of each time  
based allowance?



**Average per employee**

- \$41 per fortnight

## Data cleansing

*Extensive data cleansing, testing and reconciliation was performed on the captured time sheet data to form a robust baseline for following analysis*

### 1 Reconciliation to Payroll

- Check overall pay matched



### 2 Check to list of employees paid in the selected periods (HR)

- Check number of employees matched



### 3 Check to Op Crew

- Check hours matched

**Q5**  
Did you compare time sheets to  
payslips?

The time sheets were reconciled to  
Payroll data, which should mirror  
pay slips

# Questions from previous meetings



## *Guaranteed Payments*

**Q6**

Is there transparency for guaranteed payments?

- 1** **\$7.2m of Aggregated Allowances includes all allowances**
  - Those contributing to guarantee
  - Those that do not contribute to guarantee
- 2** **Guarantee still applies for up to 72 / 80 hours in a fortnight**
  - Time based allowances no longer contribute to worked hours

**Q7**  
What were the 'Other' Aggregated Allowances worth \$1k?



# Other Aggregated Allowances

Q7

What were the 'Other' allowances worth \$11k?

Other allowances are those applied for transferring employees

Earning Code	Description	Allowances	Amount
008	Not Subject Time 100%	40 Minute Principle Barracks Detention	7,640 1,991
		XPT Allowance	764
		Fuelling	184
		No Further Work	65
009	Stable Rostering Code	Credit Shifts	434
<b>Total Other Allowances</b>			<b>11,078</b>

# Payroll Data Excluded from Analysis FY14/15

	Period: FY 14/15	\$ Value	# Employees
	Total Payroll Costs	\$213,022,406	2,325
In Scope	Train Crew Earnings	\$196,081,388	2,244
Out of Scope	Train Crew with Earnings on Secondment or Trainees	\$10,180,886	
	Train Crew with Excluded Earnings	\$6,760,132	
	In Scope Payroll Costs	92.0%	96.5%

**Out of Scope includes:**

**Secondments:**

- Train Crew employees who were on secondment and paid at a rate reference not listed in Schedule 4.1 - Classifications & Rates of Pay).

**Trainees:**

- Trainee Drivers and Drivers earnings were considered out of scope.

**Excluded Earnings Codes:**

- All earnings that do not contribute to claims or allowance payments and the units do not attribute to worked hours.
- Inclusive of: monetary value payments, cash adjustments, cash out of entitlements (ESI, half pay etc.), leave loading payments, statutory amounts, FBT, previous YTD earnings etc.



Ref #	Question	Response
1	Why are there 24,000 time sheets? 24,000 time sheets / 8 weeks = 3,000 employees. Sydney Trains train crew is 2,400.	All Sydney Trains and NSW Trains staff (including Regional) were included in the time sheet analysis. Only Sydney Trains time sheets were used calculate the ratios for financial year 2014/15 (~18,000).
2	Why was the time sheet analysis carried out for calendar year 2013 now financial year 2014/15, does this mean it was done twice?	No. The time sheet analysis was implemented on calendar year 2013. Ratios from 2013 were applied to the most recent actual payroll data for financial year 2014/15 to determine time based allowances.
3	What 4 sample fortnights we're used for the time sheet analysis?	<ol style="list-style-type: none"> <li>1. New Year: fortnight ending 12 Jan 2013</li> <li>2. Easter: fortnight ending 6 Apr 2013</li> <li>3. Normal: fortnight ending 16 Nov 2013</li> <li>4. Special Event: fortnight ending 14 Dec 213</li> </ol>
4	How many occurrences are there of each time based allowance?	Time based allowances represent \$2.4m in financial year 2014/15 (1.2% of total pay). Average per employee is \$41 per fortnight.
5	Did you compare time sheets to payslips?	The time sheets were reconciled to Payroll data, which should mirror pay slips.
6	Is there transparency of guaranteed payments?	Yes. \$7.2m of Aggregated Allowances includes all allowances (those contributing to guarantee and those that do not). Guarantee still applies for up to 72/80 hours in a fortnight (time based allowances do not contribute to worked hours for calculation).
7	What were the 'Other' Aggregated Allowances presented last meeting worth \$11k?	'Other' allowances are those applied for transferring employees.
8	Was any data excluded from the PwC analysis?	Yes, 92% of pay was in scope representing 96.5% of employees. Out of scope were 1) train crew with earnings on secondment or trainees, and 2) earnings that do not contribute to claims or allowance payments and the units do not attribute to worked hours.
9	Did Sydney Trains give time sheets to PwC / or did they choose periods?	4 selected fortnights were agreed between PwC and Sydney Trains as being representative of total pay throughout a year, including for time based allowances.

# Concept for modern payroll system



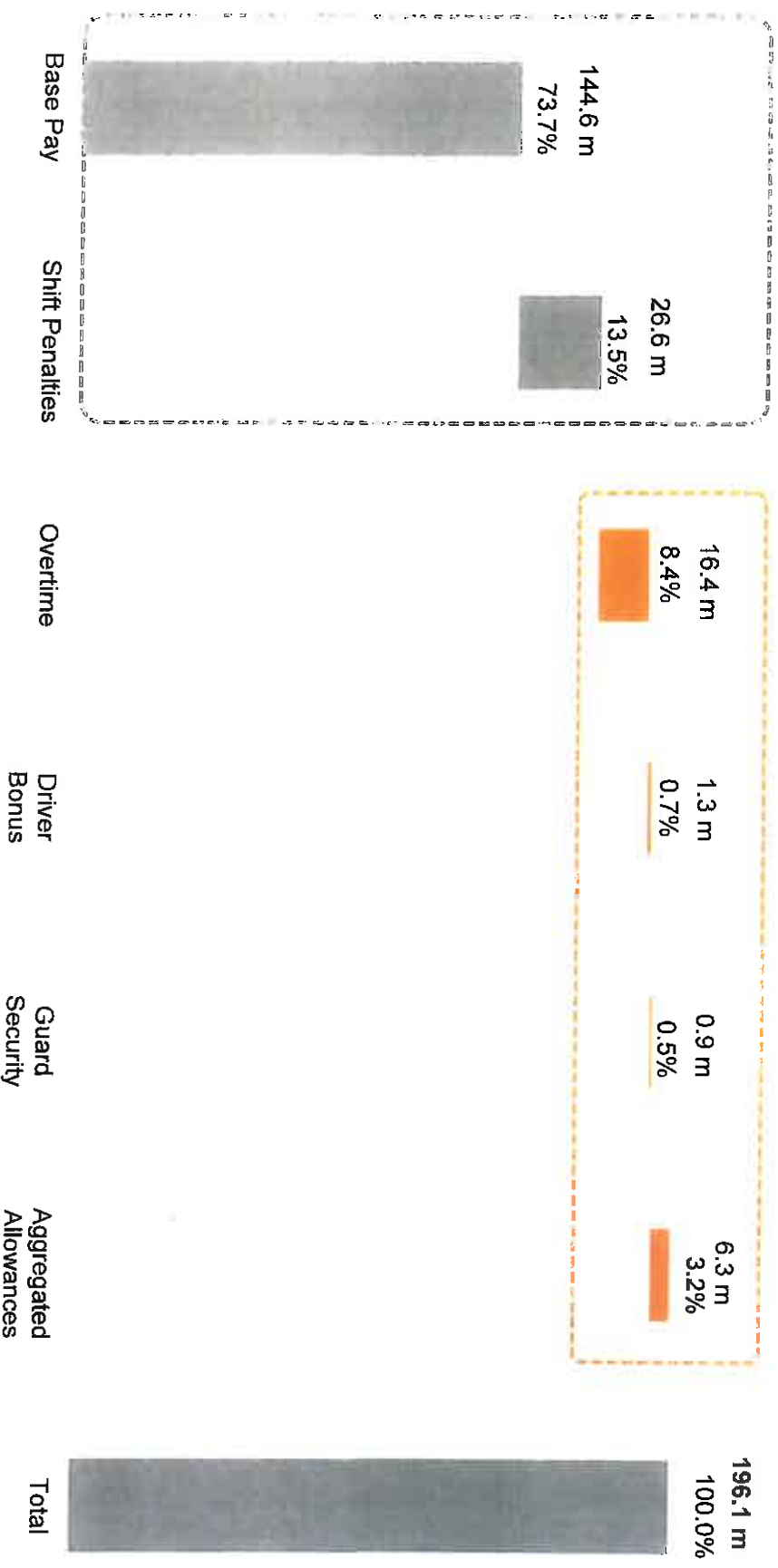
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# Allowance types in scope

Sydney Trains – Train Crew pay for financial year 2014-2015 (in \$M)

Out of scope: 87%

In scope: 13%



# Index Model Concept

Overridden by Claim Type

Claim Type	Index Model Concept: Aggregated Allowances & Overtime
Base Pay	✗ • Same as Current
Shift Penalty	✗ • Same as Current (unsocial hours, Sat, Sun, Public Holiday)
Aggregated Allowances	✓ • Aggregated allowance paid for hours worked up to 72 / 80 in a fortnight
Emergency	✓ • Emergency paid for hours worked in excess of 9 hours in a day
Overtime	✓ • Overtime paid for hours worked in excess of 72 / 80 in a fortnight
Guard Security	✓ • Included in Overtime rate
Driver Bonus	✓ • Included in Overtime rate

## Example:

- I worked 80 hours in a short fortnight
- 2 hours were on a public holiday
- 10 hours were on a Monday (including 1 hour of emergency)

What would I get paid?

- Base Pay: 72 hours x base rate
- Aggregate Allowances: 72 hours x Agg. rate
- Pub. Holiday: 2 hours x shift penalty
- Emergency: 1 hour x emergency rate
- Overtime: 5 hours x overtime rate

$$(80-72) \cdot 2 - 1 = 5$$

# Questions

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12 October 2015

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# Questions

**Q1. Research to be undertaken on similar peer industries whose rates were aggregated**

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# EA research | Australasian Rail

*Research was conducted both within and beyond the Australasian rail industry to understand alternative designs and prevalence of incentive components, aggregated bonuses and annualised salaries*

EA	Annualised salaries?	Aggregation of allowances into hourly pay rate across all grades?	Specific incentive-based allowances?
Old Rail Train Crew Certified Agreement 2013	No.	<p>Yes for all train crew.</p> <p>“Fixed Rate” comprises base rate + allowances and penalties but excludes:</p> <ul style="list-style-type: none"> <li>• penalties for weekend/certain public holidays</li> <li>• roster alterations payments</li> <li>• locality allowance</li> <li>• meals and incidentals/Travel and Relief Payments</li> <li>• route tuition allowance</li> <li>• mortality benefit</li> <li>• overtime</li> </ul>	No.
V/Line Rail Operations EA 2012-2015	No.	<p>Yes for locomotive drivers only.</p> <p>“All purpose rate” comprises base rate + allowances (including distance payments and DOO allowances), penalties (except weekend work) and overtime but excludes meals, travel and incidentals.</p> <p>Operations employees receive base rates with all allowances and penalties paid separately (approximately 12 categories of allowances).</p>	No.
BWA Rail Greenfields Agreement 2013 (Drivers)	Yes.	No. Included in annualised salary.	<p>Yes. Percentage uplift on salary for all employees if employer reaches targets (as a business) for:</p> <ul style="list-style-type: none"> <li>• SPADs</li> <li>• Number of train services cancelled due to unavailability of train crews</li> </ul>
Pacific National Intermodal Train Crew Enterprise Agreement 2013 (Drivers)		<p>Yes.</p> <p>In addition to “Base Remuneration”:</p> <ul style="list-style-type: none"> <li>• Aggregate Penalties (shift work, weekends) determined using an aggregate penalty multiplier</li> <li>• Aggregate Allowance (Flat amount)</li> </ul> <p>Exclusions include overtime, remote locality allowance.</p>	No.
Transperth Train Operations Rail Car Drivers Industrial Agreement 2013 (WA- Drivers)	No.	<p>No.</p> <p>Base and overtime, penalties and allowances (approximately 5 categories of allowances).</p>	No.

**Q1. Research to be undertaken on similar peer industries whose rates were aggregated (cont.)**

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# EA research | Australasian Rail

*Research was conducted both within and beyond the Australasian rail industry to understand alternative designs and prevalence of incentive components, aggregated bonuses and annualised salaries*

EA	Annualised salaries?	Aggregation of allowances into hourly pay rate across all grades?	Specific incentive-based allowances?
Rail Commissioner Rail Operations EA 2011	No.	No. Base and overtime, penalties and allowances (approximately 11 categories of allowances).	No.
KiwiRail Multi Employer Collective Agreement 2012-2014	Not for Drivers And Guards.	No. Base and overtime, penalties and allowances (approximately 30 categories of allowances).	No.
Melbourne Metro Rail Operations EA 2013-2015	There are no annualised salaries, except for Senior Officers and Professional Engineers who work business hours (ie Monday to Friday).	<ul style="list-style-type: none"> <li>Drivers receive an hourly rate plus entitlements to allowances, overtime, penalties.</li> <li>All other operations staff also receive an hourly rate plus allowances, overtime and penalties.</li> </ul> Wages for drivers and ops staff are set out in a rates table in Schedule A which has columns for (1) base hourly rates and (2) annual rates (which is simply base hourly rates calculated for a year).	Yes. There is an On Job Training Incentive Program (OJT) for drivers "to encourage maximum participation and availability of OJTs in delivering training to trainee drivers".  It's an annual bonus paid in addition to the normal OJT training rate and is payable depending on how much time is spent training.
Sydney Ferries Maritime (AMOU) and MUA Enterprise Agreement 2011		Masters and Guards receive an annual salary which excludes: <ul style="list-style-type: none"> <li>Overtime paid at a flat hourly rate</li> <li>Penalties for working on Christmas day</li> <li>Workplace assessor/trainer allowances</li> <li>Overtime meal allowance</li> </ul>	Schedule 2 (at page 51).  Personal leave bonus for employees who take 5 or fewer personal days a year.



**Q1. Research to be undertaken on similar peer industries whose rates were aggregated (cont.)**

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# EA research | Other EA Industries

*Research was conducted both within and beyond the Australasian rail industry to understand alternative designs and prevalence of incentive components, aggregated bonuses and annualised salaries*

EA	Annualised salaries?	Aggregation of allowances into hourly pay rate across all grades?	Allowances grouped in variable components or clusters?	Specific incentive-based allowances?
Barr: Transport NSW and FTW	No.	No. Base and overtime, penalties and allowances (approximately 8 categories of allowances).	No.	No.
Aviation: Qantas Flight Attendants	No.	No. Base and overtime, penalties and allowances (approximately 16 categories of allowances).  Annual lump sum payment of \$500.	No.	No.  Shares up to the value of \$1,000 per annum under Profit Share Scheme may be issued to the each eligible employee at the absolute discretion of Qantas and subject to performance criteria being met.
Aviation: Qantas Ground Services Pty Ltd Ground Handling Agreement 2013	No.	No. Base + overtime, penalties and allowances (approximately 7 categories of allowances).	No.	No.
Aviation: Virgin Australia Short Haul Pilots Agreement 2013	Yes, except for overtime, training allowances and other miscellaneous payments (E).	N/A	No.	No.
24 hour distribution: Woolworths SDAEA Multiple Produce and Recycling Enterprise Agreement 2013-2015	No.	No. Base and overtime, penalties and allowances (approximately 8 categories of allowances)	No.	No.



**Q1. Research to be undertaken on similar peer industries whose rates were aggregated (cont.)**

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## EA research | Other EA Industries

*Research was conducted both within and beyond the Australasian rail industry to understand alternative designs and prevalence of incentive components, aggregated bonuses and annualised salaries*

EA	Annualised salaries?	Aggregation of allowances into hourly pay rate across all grades?	Allowances grouped in variable components or clusters?	Specific incentive-based allowances?
24 hour freight forwarding; DHL Express NSW Operations Agent Enterprise Agreement 2013	No.	No. Base + overtime, penalties and allowances (approximately 6 categories of allowances)	No.	Yes. <ul style="list-style-type: none"> <li>Attendance incentive paid as an annual lump sum based on the number of personal leave days taken per year.</li> <li>Participation in productivity bonus scheme, of 0% to 6% of annual wage depending on achievement of 6 KPIs (unspecified)</li> </ul>
24 hour forwarding; Toll Air Express (Brisbane) Enterprise Agreement 2013	No.	No. Base + overtime, penalties and allowances (approximately 6 categories of allowances)	No.	Yes. <ul style="list-style-type: none"> <li>Individual bonus based on individual performance evaluation.</li> <li>Port bonus based on facility performance</li> </ul>
State Transit Authority Division of Government Service Bus Operations Enterprise (State) Award 2012 (This is an award, not EA)	No.	No. Base + overtime, penalties and allowances (approximately 6 categories of allowances)	No.	No.
Sydney Ferries Maritime (AMOU and MEA) Enterprise Agreement 2012	No.	Masters and Guards receive an annual salary which excludes: <ul style="list-style-type: none"> <li>Overtime paid at a flat hourly rate</li> <li>Penalties for working on Christmas day</li> <li>Workplace assessor/trainer allowances</li> <li>Overtime meal allowance</li> </ul>	No.	Personal leave bonus for employees who take 5 or fewer personal days a year.

Q2. Build up time is not categorised in PwC data

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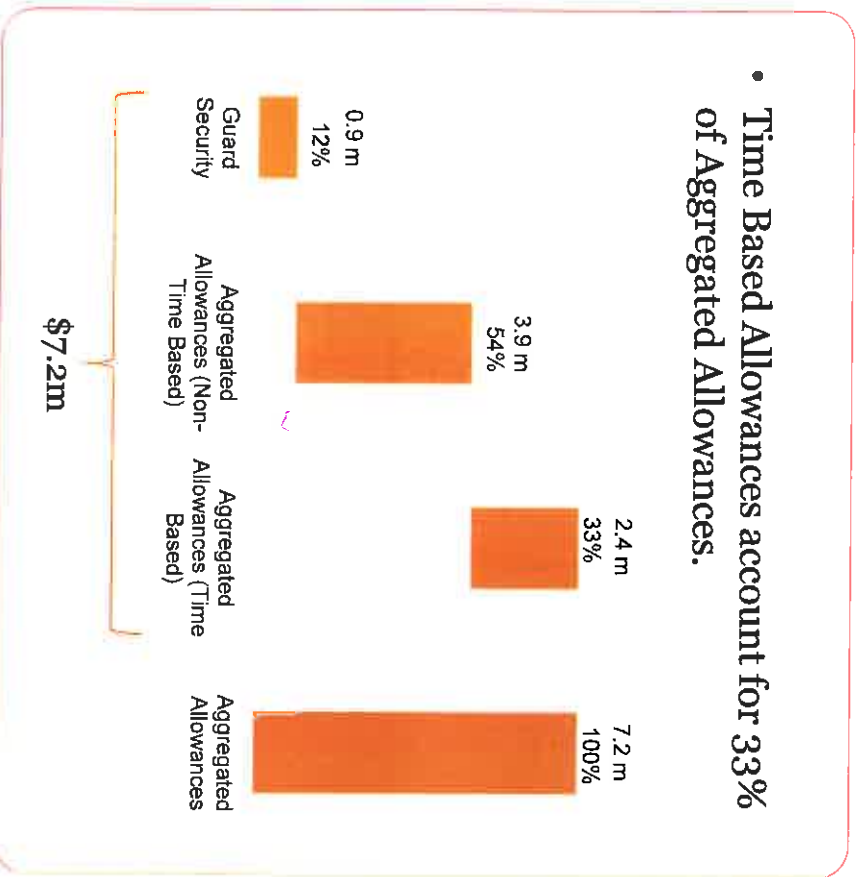
# Build-up time

The \$7.2m of Aggregated Allowances includes all allowances (those contributing to guarantee and those that do not). Time Based Allowances contribute to guarantee.

Category	PwC Code	Time Based	Amount	Time Based
				Yes
Cab Allowance	Grd Cab Allow per shift	No	1,138,724	No
Lift Up / Lay Back	Drv Cab Allow per shift	No	1,559,931	No
	Weekday Lift Up/Lay Back	Yes	306,617	Yes
	Sunday Lift Up/Lay Back	Yes	188,835	Yes
	Saturday Lift Up/Lay Back	Yes	126,207	Yes
	Public Holiday Lift Up/Lay Back	Yes	4,087	Yes
	Public Holiday Lift Up/Lay Back	Yes	7,964	Yes
	Lift Up/Lay Back	Yes	341,734	Yes
	Lift Up/Lay Back	Yes	395,938	Yes
	Excess Lift Up/Lay Back	Yes	66,178	Yes
	Excess Lift Up/Lay Back	Yes	23,925	Yes
	Call Out Lift Up/Lay Back	Yes	11	Yes
	Call Out Lift Up/Lay Back	Yes	3,452	Yes
	Call Out Lift Up/Lay Back	Yes	7,584	Yes
	Call Out Lift Up/Lay Back	Yes	7,582	Yes
	Saturday Excess Km	Yes	653	Yes
	Public Holiday Excess Km	Yes	342	Yes
	Public Holiday Excess Km	Yes	18,163	Yes
	Excess Km (Non-Scheduled OT)	Yes	22,489	Yes
	Excess Km (Non-Scheduled OT)	Yes	116,689	Yes
	Excess Km (Non-Scheduled OT)	Yes	1,351	Yes
	Excess Km (Non-Scheduled OT)	Yes	104,602	Yes
	Excess Km	Yes	267,467	Yes
	Excess Km	Yes	374	Yes
	Call Out Excess Km	Yes	29,027	Yes
	Call Out Excess Km	Yes	839,602	Yes
	209 Kme	No	1,598	No
	209 Kme	No	367,699	No
Call Out	Call Out - Public Holiday	No	764	No
	Call Out - Non Public Holiday	No	1,022	No
Others	XPT Allowance	Yes	65	Yes
	Passenger	Yes	1,134	Yes
	No Further Work	Yes	237,044	Yes
	Meetings	Yes	184	Yes
	Log Book	Yes	434	Yes
	Fueling	Yes	1,991	Yes
	Credit Shifts	Yes	36	Yes
	Barracks Detention	Yes	7,640	Yes
	Altered Working	Yes	27,482	Yes
	40 Minute Principle	Yes	36,714	Yes
Excess travel	Weekday Travel	Yes	33,425	Yes
	Saturday Travel	Yes	887,229	Yes
Security	Guards Security per shift	No		No

Time Based No = \$4.8m  
Time Based Yes = \$2.4m

Time Based Allowances account for 33% of Aggregated Allowances.



Allowances and Modelling Review  
PwC



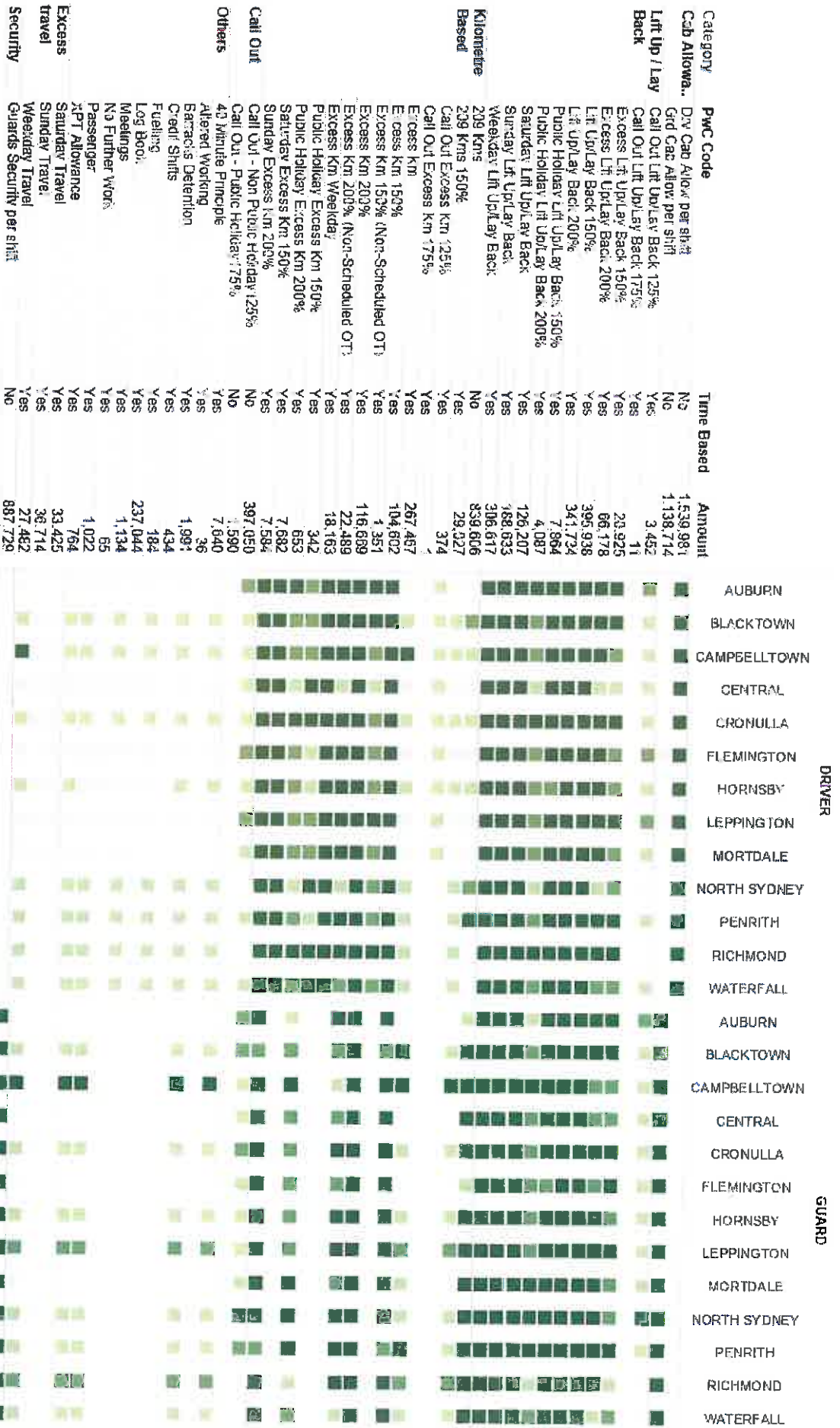


**Q3. Breakdown of aggregate allowances used in PwC data paid by depot and allowance category**

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# Aggregated Allowances used by Class and Depot

## Proportion of Employees Claiming FY2014-15



**Q4. Please provide a copy of the PwC presentation**

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***See separate document for PwC presentation***



## Index Model

### Outline

- In the Index Model each hour is only assessed against one allowance category, and is not eligible for multiple increments. This model is therefore closer to the current allowances structure.
- This means that if I work 1 hour on a public holiday, I will be paid 1 hour at the public holiday shift penalty rate. If I work 1 hour of overtime, I will be paid 1 hour at the overtime rate. If I work 1 hour of overtime on a public holiday, I will be paid 1 hour at the higher public holiday shift penalty rate.
- Breaking this down further by each claim type, this means:
  - Base Pay and Shift Penalties remain the same as the current pay model.
  - Aggregated Allowances are paid for hours worked up to 72 / 80 hours in a fortnight.
  - An Emergency rate is paid for hours worked in excess of 9 hours in a day.
  - An Overtime rate is paid for hours worked in excess of 72 / 80 in a fortnight.

**Q7. Breakdown of the time based allowances used in PwC data to arrive to an average of \$41 per employee per fortnight.**

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# Time Based Allowances

**By FY2014-15 Amount**

PwC Code	Amount
Call Out Excess Km 175%	11
Call Out Lift Up/Lay Back 175%	36
Altered Working	65
No Further Work	184
Fuelling	342
Public Holiday Excess Km 150%	374
Call Out Excess Km 125%	434
Credit Shifts	653
Public Holiday Excess Km 200%	764
XPT Allowance	1,022
Passenger	1,134
Meetings	1,351
Excess Km 150% (Non-Scheduled OT)	1,991
Barracks Detention	3,452
Call Out Lift Up/Lay Back 125%	4,087
Public Holiday Lift Up/Lay Back 200%	7,584
Sunday Excess Km 200%	7,640
40 Minute Principle	7,682
Saturday Excess Km 150%	7,854
Public Holiday Lift Up/Lay Back 150%	18,163
Excess Km Weekday	20,925
Excess Lift Up/Lay Back 150%	22,489
Excess Km 200% (Non-Scheduled OT)	27,482
Weekday Travel	29,327
209 Kms 150%	33,425
Saturday Travel	36,714
Sunday Travel	63,178
Excess Lift Up/Lay Back 200%	134,602
Excess Km 150%	116,686
Excess Km 200%	126,207
Saturday Lift Up/Lay Back	188,633
Sunday Lift Up/Lay Back	237,044
Log Book	267,467
Excess Km	306,617
Weekday Lift Up/Lay Back	341,734
Lift Up/Lay Back 200%	395,938
Lift Up/Lay Back 150%	2,385,982
<b>Grand Total</b>	

PwC

## Average Time Based Allowances per employee

$$\begin{array}{r}
 \text{Amount} \\
 \downarrow \\
 \frac{2,385,982}{2,244 \times 26} = \$41 \text{ per employee} \\
 \text{per fortnight}
 \end{array}$$

Number of Employees      Number of Fortnights



## ***Meetings, Passenger and Other Aggregated Allowances***

Meetings allowance was disaggregated from Earning Code 008 based on paper timesheets

<b>Earning Code</b>	<b>Description</b>	<b>Allowances</b>	<b>Amount</b>
008	Not Subject Time 100%	Meetings	1,134

Passenger allowance was disaggregated from Earning Code 008 based on paper timesheets

<b>Earning Code</b>	<b>Description</b>	<b>Allowances</b>	<b>Amount</b>
008	Not Subject Time 100%	Meetings	1,022

**Other allowances are those applied for transferring employees**

<b>Earning Code</b>	<b>Description</b>	<b>Allowances</b>	<b>Amount</b>
		40 Minute Principle	7,640
		Barracks Detention	1,991
008	Not Subject Time 100%	XPT Allowance	764
		Fueling	184
		No Further Work	65
009	Stable Rostering Code	Credit Shifts	434
<b>Total Other Allowances</b>			<b>11,078</b>



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