

Nikolas, Lejla

From: Spehrer-Patrick, Ephraim [Ephraim.Spehrer@mercero.com]
Sent: Wednesday, 25 March 2015 4:39 PM
To: Tranda, Michelle; McAlister, Coralie
Cc: Jervis, Jennifer; Hughes, Courtney
Subject: RE: 150305 Project Concept Brief Update / updated proposal (2)

Hi Michelle,

Sounds good. I will send you a conference call invite for the 31st of March shortly.

Best regards,
Ephraim

From: Tranda, Michelle [mailto:Michelle.TRANDA@act.gov.au]
Sent: Wednesday, 25 March 2015 4:37 PM
To: Spehrer-Patrick, Ephraim; McAlister, Coralie
Cc: Jervis, Jennifer; Hughes, Courtney
Subject: RE: 150305 Project Concept Brief Update / updated proposal

Ephraim

Thank you for the updated proposal. Coralie and I would be keen to speak again soon.

Unfortunately Coralie is sidelined, at least for this week, on another priority.

However, as you have suggested could we make a tentative booking for 10:00, Tuesday 31 March and I will aim to confirm Coralie's availability before COB Monday 30 March 2015, if this is suitable.

Cheers

Michelle Tranda | Senior Project Officer
Phone 02 620 57390 | Email: michelle.tranda@act.gov.au
People and Performance | Education and Training Directorate | ACT Government
Level 4 220 Northbourne Avenue | GPO Box 158 Canberra ACT 2601 | www.act.gov.au

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From: Spehrer-Patrick, Ephraim [<mailto:Ephraim.Spehrer@mercero.com>]
Sent: Monday, 23 March 2015 4:45 PM
To: McAlister, Coralie; Tranda, Michelle
Cc: Jervis, Jennifer; Hughes, Courtney
Subject: RE: 150305 Project Concept Brief Update / updated proposal

Dear Coralie and Michelle,

Thanks for your updated project brief. The attached proposal (statement of work) reflects your updates and feedback during our last call.

Would you be available to discuss the updated proposal (statement of work) in the coming days?
A good time for us would be next Monday (flexible) or Tuesday 31st of March in the morning (between 10 am and 12 noon).

We are looking forward to working with you on this important project.

Best regards,
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+61 2 8864 6463 | Mobile +61 420 591751 | ephraim.spehrer@mercerc.com
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From: Tranda, Michelle [<mailto:Michelle.TRANDA@act.gov.au>]
Sent: Tuesday, 10 March 2015 12:39 PM
To: Spehrer-Patrick, Ephraim
Cc: Jervis, Jennifer; McAlister, Coralie
Subject: 150305 Project Concept Brief Update

Dear Ephraim

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To: McAlister, Coralie; Tranda, Michelle
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Subject: RE: 150305 Project Concept Brief Update / finalised proposal (statement of work)
Attachments: 2015_SOW_Classification Review_Mercer support.pdf; EL ACT Education and Training Directorate 20150319.pdf

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To: McAlister, Coralie; Tranda, Michelle
Cc: Hughes, Courtney
Subject: RE: 150305 Project Concept Brief Update / finalised proposal (statement of work) (2)

Hi Coralie,

Thanks for your message.

Courtney is based in Melbourne and I think it will be really helpful and productive to have a F2F meeting with her. Courtney's contact details are:

Courtney Hughes-Lord, Associate
Mercer | Collins Square | 727 Collins Street, Melbourne VIC 3008, Australia
+61 3 9623 4133 | Fax +61 3 8640 0800 | courtney.hughes@mercerc.com

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From: Hughes, Courtney [Courtney.Hughes@mercero.com]
Sent: Wednesday, 1 April 2015 7:08 PM
To: McAlister, Coralie; Tranda, Michelle
Cc: Spehrer-Patrick, Ephraim
Subject: RE: 150305 Project Concept Brief Update / finalised proposal (statement of work) (1)

Hi Coralie and Michelle

That sounds like a great idea. Michelle feel free to get in touch once you have some dates in mind.

Kind regards,

Courtney

Courtney Hughes-Lord, Associate
Mercer | Collins Square | 727 Collins Street, Melbourne VIC 3008, Australia
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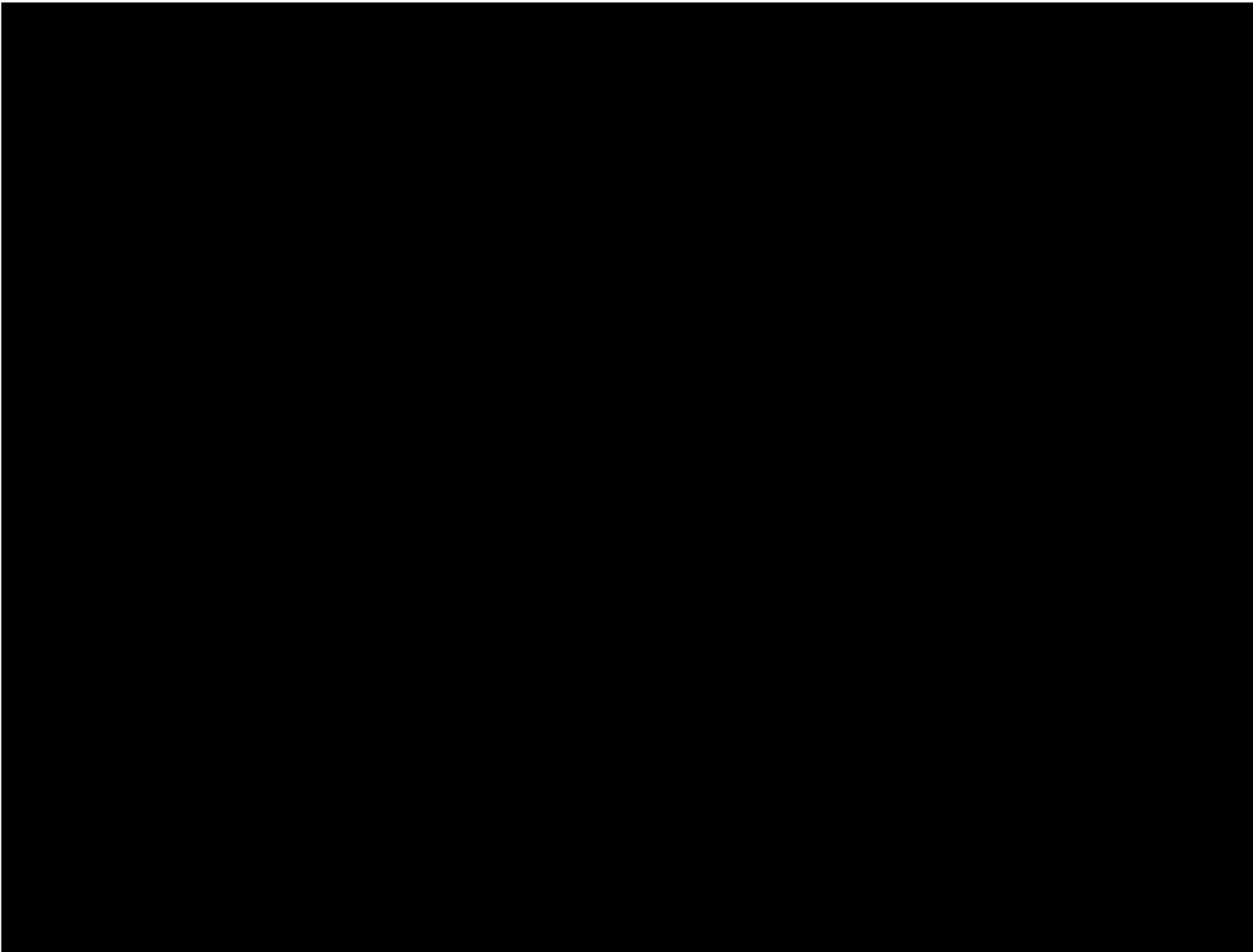
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of Document 13



Statement of Work

This Statement of Work is dated 30 March 2015.

This SOW is entered into by ACT Government (Education and Training Directorate) (**Client or "you"**) and Mercer Consulting (Australia) Pty Ltd ABN 55 153 168 140 AFSL No 411770 (**Mercer or "we"**) pursuant to clause 3 of the Terms and Conditions attached to the Engagement Letter dated 19 March 2015 addressed to the Client. These documents together set out the terms governing the provision of the Services.

All terms used in this SOW shall have the same meaning as in the Terms and Conditions unless otherwise defined.

Services

From our discussions, we understand that ACT Government (Education and Training Directorate) is seeking Mercer's assistance with the classification review (ACTPS Administrative and Related Classifications Enterprise Agreement 2014-2017, clause T21) to support the following primary objectives:

- Support a move from a rigid to a more flexible classification structure to enable principals to recruit and deploy school assistants to better meet changing student needs.
- Clarify roles and responsibilities of school assistants in order to support teachers to focus on their core role of improving student outcomes.
- Articulate job expectations at each level of the classification structure, including the required skills, training/qualifications, providing school assistants with role and task clarity to support them in career planning.
- Align school assistant expectations with appropriate classification levels through a work value assessment (Mercer).
- Develop a coherent school assistant structure that supports career pathways for school assistants and meets contemporary school and system needs (Mercer).
- Provide principals with a School Assistant Classification Standards Framework Tool-kit that will enable them to make strategic decisions about /their workforce.

(Source: ACT Education and Training – Classification Review Project Brief, March 2014)

Instructions

Instructions with respect to the Services will be given to us by Coralie McAlister (Director People and Performance) and Michelle Tranda (Senior Project Officer) or their respective designees.

Timeframe and Areas of Mercer Support

This project will commence on the date we receive this signed SOW. We will endeavour to complete the Services by September 2015 subject to receiving the data and information required (see further information in project timeline below).

Page 2

The timeline with relevance for Mercer's engagement:

Stage 2 – Analysis, Framework/Model Development and Consultation		
<ul style="list-style-type: none"> • Feb 2015 • Mar 2015 • Mar/Apr 2015 • Apr 2015 • May 2015 • May/June 2015 • June 2015 	<ul style="list-style-type: none"> • Analyse data and information collected through initial consultation process and research ✓ • Articulate job expectations (Activity Descriptors) ✓ • Draft new duty statement template (Position Descriptors) • Draft Work Level Standards (Classification Descriptors) • Review existing/create new duty statements (Position Descriptors) • Conduct Focus Groups • Review, evaluate and incorporate feedback from Focus Groups into Activity, Position and Classification Descriptors • Undertake work value assessment (Mercer) • Develop draft classification structure (Mercer) 	Michelle Tranda Carol Zanetti Sarah Tarrant
Stage 3 – Trial and Refinement of Model		
Jul – Aug 2015	<ul style="list-style-type: none"> • Consult/trial School Assistant Classification Standards Framework with selected schools • Consider Mercer's proposed classification structure/s • Review, evaluate and incorporate feedback from consultation/trial into School Assistant Classification Standards Framework • Prepare final draft School Assistant Classification Standards Framework • Provide final draft School Assistant Classification Standards Framework and feedback on proposed classification structure to Mercer for final review/comment. 	Michelle Tranda Carol Zanetti Sarah Tarrant
Stage 4 – Report and Recommendations		
Sep 2015	<ul style="list-style-type: none"> • Prepare report for Director-General, ETD including agreed recommendations from the Working Group re: <ul style="list-style-type: none"> – School Assistant Classification Standards Framework – revised classification structure 	Michelle Tranda Carol Zanetti Sarah Tarrant

(Source: ACT Education and Training – Classification Review Project Brief, March 2014)

Based on the detailed briefing of ACT Education and Training, Mercer could provide support in the following areas:

1) Data Analysis

- Support data collection (setting up or reviewing data collection template)
- Support data analysis based on Mercer's workforce productivity framework to inform data collection and analysis.
- Review workforce planning & analytics tool-kit

The hourly rate for supporting these activities is [REDACTED]. We anticipate 21 hours to complete the work (option #1 below).

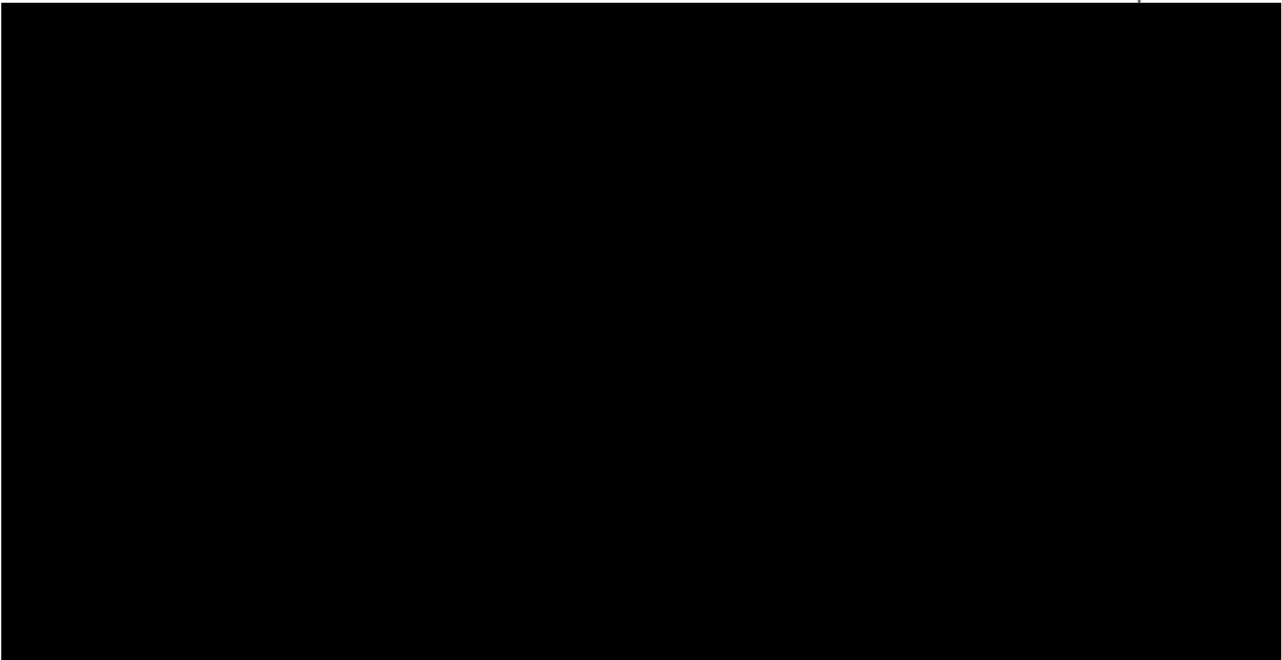
2) Undertake Work Value Assessment, Develop Draft Classification Structure and Advise on Final Classification Standards Framework

- Review information gathered through consultation process and update job specifications / role descriptions to reflect agreed role scope
- Conduct work value assessments (job evaluation) of roles in scope
- Undertake classification modelling based on agreed principals and provide classification options
- Test classification options with project team and finalise

The combined hourly rate for supporting these activities is [REDACTED]

Fees and Expenses

We can partner with you in a flexible manner and have outlined the different options below:



The different options can be applied for each work package. Above quoted professional fees are exclusive of GST and any travel expenses and disbursements incurred in connection with the project, which will be charged at cost. GST will apply.

In addition, Mercer applies an administration fee of 5% of the professional fees to cover secretarial, database and communications costs.

Page 4

If the Services or staffing requirements change, then our fees will be adjusted in advance by mutual agreement.

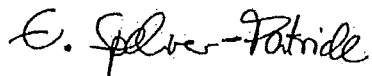
Staffing

Courtney Hughes, Associate and with extensive experience in the Education and government sector will lead the project, supported by experts (Jennifer Jervis and Ephraim Spehrer-Patrick) upon request.

Conclusion

We look forward to working with you on this project. Please acknowledge your agreement to this SOW by signing a copy and returning it to us (by post or email) or by continuing to instruct us. It is preferable that we both hold a signed copy and we suggest you accept in this way.

Signed for and on behalf of Mercer by its duly authorised representative



Ephraim Spehrer-Patrick
(Principal, Practice Leader Workforce Planning & Analytics)

Please indicate your requested level of support for each option below:

	Option #1	Option #2	Option #3
Level of support / scope	Moderate (‘backstage’)	Strong (‘doing it with you’)	Comprehensive (‘doing it for you’)
1) Data Analysis			
2) Undertake Work Value Assessment, Develop Draft Classification Structure			

Signed for and on behalf of the Client
by its duly authorised representative
of ACT Education and Training



.....
CORAIIE MITCHELL

Print name

.....
13.4.15

Date

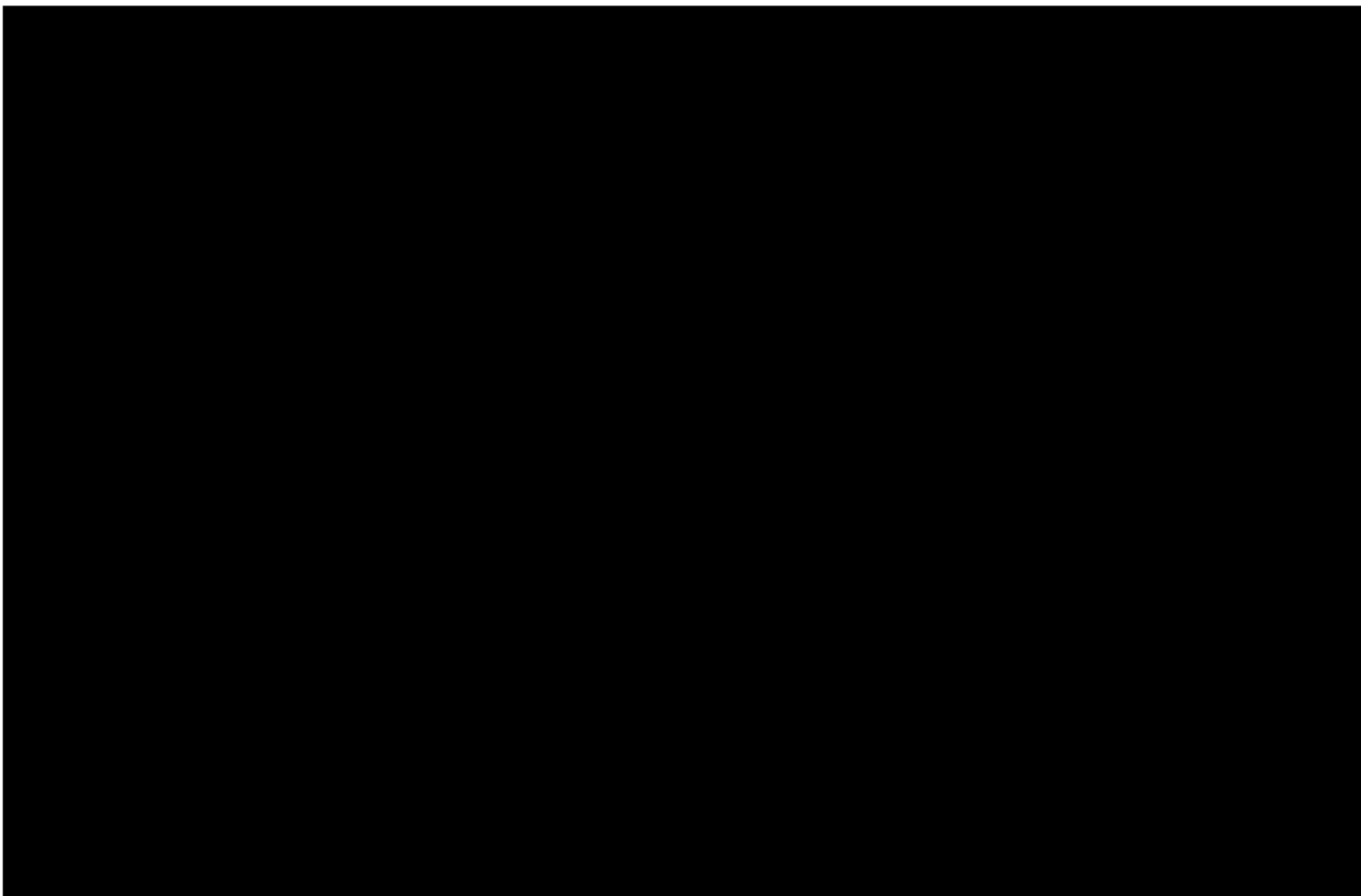
Nikolas, Lejla

From: Spehrer-Patrick, Ephraim [Ephraim.Spehrer@mercerc.com]
Sent: Tuesday, 14 April 2015 11:47 AM
To: Tranda, Michelle
Cc: Jervis, Jennifer; Hughes, Courtney; McAlister, Coralie
Subject: RE: 150305 Project Concept Brief Update / finalised proposal (statement of work) (3)

Hi Michelle,

Thanks for sending through the signed EL and Statement of Work.
I understand that you and Courtney are meeting on Friday in Melbourne.
We are looking forward to forward to working with you on this project!

Best regards,
Ephraim



From: Spehrer-Patrick, Ephraim [<mailto:Ephraim.Spehrer@mercerc.com>]
Sent: Tuesday, 31 March 2015 1:38 PM
To: McAlister, Coralie; Tranda, Michelle
Cc: Jervis, Jennifer; Hughes, Courtney
Subject: RE: 150305 Project Concept Brief Update / finalised proposal (statement of work)

Dear Coralie and Michelle,

As discussed this morning, attached the finalised Statement of Work for this project in combination with the Engagement Letter. The Engagement Letter sets out Mercer's standard terms and conditions and does not commit

you to any particular work. We will need both documents signed and send back to us via email. Please let me know if you have any questions.

Courtney, Jennifer and I are looking forward to working with you on this project.

All the best,
Ephraim

Ephraim Spehrer-Patrick, (Practice Leader)
Mercer | Darling Park Tower 3, 201 Sussex Street, Sydney NSW, Australia
+61 2 8864 6463 | Mobile +61 420 591751 | ephraim.spehrer@mercerc.com
Assistants: +61 2 8864 6635 | Mon-Tuesday - Sonia Costa | sonia.costa@mercerc.com
Wed-Friday - Maria Bowman | maria.bowman@mercerc.com
www.mercerc.com.au | Mercer Consulting (Australia) Pty Ltd ABN 55 153 168 140

From: Spehrer-Patrick, Ephraim
Sent: Monday, 23 March 2015 4:45 PM
To: McAlister, Coralie; 'Tranda, Michelle'
Cc: Jervis, Jennifer; Hughes, Courtney
Subject: RE: 150305 Project Concept Brief Update / updated proposal

Dear Coralie and Michelle,

Thanks for your updated project brief. The attached proposal (statement of work) reflects your updates and feedback during our last call.

Would you be available to discuss the updated proposal (statement of work) in the coming days?
A good time for us would be next Monday (flexible) or Tuesday 31st of March in the morning (between 10 am and 12 noon).

We are looking forward to working with you on this important project.

Best regards,
Ephraim

Ephraim Spehrer-Patrick, (Practice Leader)
Mercer | Darling Park Tower 3, 201 Sussex Street, Sydney NSW, Australia
+61 2 8864 6463 | Mobile +61 420 591751 | ephraim.spehrer@mercerc.com
Assistants: +61 2 8864 6635 | Mon-Tuesday - Sonia Costa | sonia.costa@mercerc.com
Wed-Friday - Maria Bowman | maria.bowman@mercerc.com
www.mercerc.com.au | Mercer Consulting (Australia) Pty Ltd ABN 55 153 168 140

From: Tranda, Michelle [<mailto:Michelle.TRANDA@act.gov.au>]
Sent: Tuesday, 10 March 2015 12:39 PM
To: Spehrer-Patrick, Ephraim
Cc: Jervis, Jennifer; McAlister, Coralie
Subject: 150305 Project Concept Brief Update

Dear Ephraim

As discussed in our teleconference last week, attached is the revised and updated Project Concept Brief for the School Assistant Classification Review.

Please do not hesitate to contact me directly should you wish to discuss or clarify any aspect of the brief or should you require any additional information.

Cheers

Michelle Tranda | Senior Project Officer
Phone 02 620 57390 | Email: michelle.tranda@act.gov.au
People and Performance | Education and Training Directorate | ACT Government
Level 4 220 Northbourne Avenue | GPO Box 158 Canberra ACT 2601 | www.act.gov.au

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Thank you for your cooperation.

Nikolas, Lejla

From: Hughes, Courtney [Courtney.Hughes@mercer.com]
Sent: Thursday, 30 April 2015 10:20 AM
To: Tranda, Michelle
Subject: Mercer Job Analysis Questionnaire (2)
Attachments: Mercer Job Analysis Questionnaire.doc

Hi Michelle

Please find attached the questionnaire. If the information is already covered in other documents, there is no need to include it in the questionnaire, however if there are sections where the information is not captured it will be useful to fill out.

Kind regards,

Courtney

Courtney Hughes-Lord, Associate
Mercer | Collins Square | 727 Collins Street, Melbourne VIC 3008, Australia
Tel: +61 3 9623 4133 | Fax +61 3 8640 0800 | courtney.hughes@mercer.com
www.mercer.com.au | Mercer Consulting (Australia) Pty Ltd ABN 55 153 168 140

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JOB ANALYSIS QUESTIONNAIRE



JOB ANALYSIS QUESTIONNAIRE

Position Title : _____

Division/Branch/Unit/Team : _____

Location : _____

The purpose of this questionnaire is to collect information on your position so that a position description can be prepared. Before you start to answer the questions, please read through **all** the questions to get an idea of what is covered.

When answering a question, please concentrate on what the job requires rather than any particular qualities you may bring to the job. Focus on the job **now**, not in the past or how it could be in the future.

If you have any questions about completing the questionnaire, please contact

_____ on _____.

1. Primary Objective(s)

In one sentence broadly describe the main purpose of your job, that is, what you do and why (outcome). Begin with an action verb (e.g. advise, co-ordinate, deliver).

Example: Provide a range of secretarial and administrative services, including word processing and desktop publishing, to support the effective operations of the Marketing Unit.

2. Major Accountabilities

State in order of importance 6 major accountabilities for your job. These should be the major areas of work you perform. For each accountability, please indicate what is achieved and why. Remember to include any important activities that you may only do at certain times of the year.

*Example: What is done - respond to media enquiries for information and interviews
Why it is done - to ensure the organisation is correctly and favourably presented*

Accountability		Explain what you are <i>directly</i> involved in, and what your team is involved in (and you manage)
1		
2		

	Accountability	Explain what you are <i>directly</i> involved in, and what your team is involved in (and you manage)
3		
4		
5		
6		

3. Organisational Environment

(a) Please describe the **role and objectives of the unit** in which you work, and **your role** within the unit. Include details of any important features of your position.

Example: The Technical Services Group (TSG) provides technical service and support to the whole organisation. Within the TSG are three service teams, each responsible for providing responsive and effective services in a different technical area. My position leads the technical services team responsible for information technology support. The IT team has five objectives; ... (etc.). My role is critical as I receive and prioritise work requests, and allocate staff based on their specialist skills.

(b) If you supervise staff, please list their title(s) and primary objectives.

*Example: Analysts - Generate and enhance reports for MIS applications to meet business' specific reporting needs.
Systems Administrators - Identify and resolve user problems associated with MIS to provide users across the organisation with timely and effective applications support.*

Position Title	Primary Objective

4. Key Communications

Please identify the key positions, committees, organisations or groups that you deal with inside and outside the organisation as part of your work. Only include those that you contact or meet with frequently or which are important to your work. Also describe the purpose of the contact, e.g. to provide information about ..., to convince of funding priority compared to other Divisions, to represent the Branch, etc.

Examples: *Contact:* Suppliers *Purpose & Frequency:* Negotiating weekly the best prices and ordering goods

Contact/Organisation	Purpose and Frequency of Contact

5. Decision Making

What kinds of decisions do you make yourself, without referral to your manager? Indicate where there are policies/guidelines/rules to guide you in your decision making.

What kinds of decisions do you make yourself, after consultation with your manager or others?

What kinds of decisions do you refer to your manager?

6. Challenges

Please describe, with examples, at least three challenging aspects of the role. These may be short or long term, and must be related to the *job* (not the person). They might involve client demands, new procedures, technology, developing new approaches, variations in workload etc.

7. Knowledge, Skills and Experience

What knowledge, skills and experience are essential for **effective/competent** performance in this position? Also, please specify any formal qualification/certification that may be required or equivalent experience.

8. Position Impact

Is your role responsible for managing resources? **If so**, please outline what type of resources and quantify for the current financial year. **If not**, skip this section.

- Staffing:
- No. of staff reporting directly
 - No. of staff reporting indirectly

9. Organisational Chart

Please draw or attach an organisational chart showing your Supervisor, all the positions reporting directly to your Supervisor and the positions reporting directly to you.

10. Other Information

Please provide any other information you think would help others to understand the nature and scope of your position. Please also attach any documents (e.g. selection criteria, old position description, business plan etc.) which provide further information relevant to your position.

THANK YOU FOR COMPLETING THIS QUESTIONNAIRE.

Please discuss your questionnaire responses with your manager and sign below to indicate agreement on the content of the questionnaire.

Your signature: _____ **Date:**...../...../.....

Manager's signature: _____

The questionnaire must be returned to: _____
by...../...../.....



Mercer (Australia) Pty Ltd
ABN 32 005 315 917
727 Collins Street Melbourne Vic 3000
GPO Box 9946 Melbourne Vic 3001
+61 3 9623 5555

Nikolas, Lejla

From: Jervis, Jennifer [Jennifer.Jervis@mercerc.com]
Sent: Tuesday, 9 June 2015 8:59 AM
To: Tranda, Michelle
Cc: Hughes, Courtney; McAlister, Coralie; Spehrer-Patrick, Ephraim
Subject: RE: ACT ETD School Assistant Classification Review

Hi Michelle,

Hope you had a lovely long weekend.

Thank you for the revised timeline update, much appreciated.

Jennifer Jervis, Principal
 Talent | Government, Education and Community Consulting Practice
Mercer 201 Sussex Street, Darling Park Tower 3, Sydney 2000 NSW, Australia
 +61 02 8864 6636 | Fax +61 02 8915 1526 jennifer.jervis@mercerc.com

Assistants:
 Mon-Tue Sonia Costa +61 02 88646635 Sonia.Costa@mercerc.com
 Wed-Fri Maria Bowman +61 02 8864 6635 Maria.Bowman@mercerc.com

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Making a difference in the health, wealth and careers of 110 million people every day

 **MAKE TOMORROW, TODAY**

From: Tranda, Michelle [<mailto:Michelle.TRANDA@act.gov.au>]
Sent: Thursday, 4 June 2015 11:25 AM
To: Spehrer-Patrick, Ephraim; Jervis, Jennifer
Cc: Hughes, Courtney; McAlister, Coralie
Subject: ACT ETD School Assistant Classification Review

Good morning Ephraim and Jennifer

I just wanted to touch base with you regarding a shift in the timeline for our School Assistant Classification Review (the Review).

You may recall my email of 10 March 2015 included a revised Project Concept Brief and timeline for the Review, which anticipated that we would deliver our new School Assistant Standards Framework (the Framework) to Mercer for assessment in early June.

However, the parties to our Review have recently requested some additional time for their final review of the draft Framework. In accommodating this request, it is now more likely that we would not be in a position to deliver the Framework to Mercer for assessment until late June, potentially early July.

I have discussed the delay in our process with Courtney, who assures me that Mercer can accommodate the revised timeframe, and I will, of course, advise Courtney and yourselves immediately should any other issue arise which may further impact timeframes.

Sincerely

Michelle Tranda | Senior Project Officer
Phone 02 620 57390 | Email: michelle.tranda@act.gov.au
People and Performance | Education and Training Directorate | **ACT Government**
 Level 4 220 Northbourne Avenue | GPO Box 158 Canberra ACT 2601 | www.act.gov.au

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(Thank you for your cooperation.

Nikolas, Lejla

From: Hughes, Courtney [Courtney.Hughes@mercero.com]
Sent: Wednesday, 5 August 2015 2:46 PM
To: Tranda, Michelle
Subject: RE: ACT ETD Work Value Assessment Submission (5)

Sensitivity: Confidential

Hi Michelle

Thanks for sending through the materials. Would you and the team be available for a teleconference (~1 hour) with the Mercer team on Monday 10th sometime between 12pm and 3pm? Or Tuesday 11th between 11am-2pm?

Kind regards,

Courtney

Courtney Hughes-Lord

MERCER | Collins Square, 727 Collins Street, Melbourne, VIC 3008, Australia
 P +61 3 9623 4133
 M +61 424 848 389
courtney.hughes@mercero.com
www.mercero.com.au | Mercer Consulting (Australia) Pty Ltd ABN 55 153 168 140

From: Tranda, Michelle [<mailto:Michelle.TRANDA@act.gov.au>]
Sent: Friday, 24 July 2015 9:53 AM
To: Hughes, Courtney
Cc: Zanetti, Carol; Tarrant, Sarah
Subject: ACT ETD Work Value Assessment Submission
Importance: High
Sensitivity: Confidential

Courtney

As discussed please find email 1 of 2 providing ACT ETD submission and relevant materials for work value assessment of the School Assistant Classification. Once you have had an opportunity to review let me know and we will set up a teleconference.

In the meantime, if there is any other information you require, let me know and I will do my best to provide as soon as possible.

Cheers

Michelle Tranda | Senior Project Officer
Phone 02 620 57390 | Email: michelle.tranda@act.gov.au
People and Performance | Education and Training Directorate | **ACT Government**
 Headley Beare Centre for Teaching and Learning | GPO Box 158 Canberra ACT 2601 | www.act.gov.au

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Thank you for your cooperation.

Nikolas, Lejla

From: Hughes, Courtney [Courtney.Hughes@mercer.com]
Sent: Wednesday, 5 August 2015 4:33 PM
To: Tranda, Michelle
Subject: RE: ACT ETD Work Value Assessment Submission (6)

Sensitivity: Confidential

Hi Michelle

I will check with Jennifer – I suspect she is on leave this week however I will let you know as soon as possible.

Just to check do you mean this Thursday and Friday (6th and 7th) or the following week? If Thursday and Friday the following week I am facilitating all day workshops so we might need to find an alternate day, possible Wednesday 12th?

Kind regards,

 urtney

Courtney Hughes-Lord

MERCER | Collins Square, 727 Collins Street, Melbourne, VIC 3008, Australia
 P +61 3 9623 4133
 M +61 424 848 389
courtney.hughes@mercer.com
www.mercer.com.au | Mercer Consulting (Australia) Pty Ltd ABN 55 153 168 140

From: Tranda, Michelle [mailto:Michelle.TRANDA@act.gov.au]
Sent: Wednesday, 5 August 2015 3:50 PM
To: Hughes, Courtney
Subject: RE: ACT ETD Work Value Assessment Submission
Sensitivity: Confidential

Hi Courtney

Yes we would be very happy to talk to you, however, Dougal Whitton our Employee Relations Manager who wishes to be included in this conversation, will not be in the office on Monday 10 or Tuesday 11 – so my apologies but would later in the week possible? Thursday and/or Friday are pretty much clear all day for us except one appointment on Friday between 1:00 and 1:30 pm.

Cheers

Michelle Tranda | Senior Project Officer
Phone 02 620 57390 | Email: michelle.tranda@act.gov.au
People and Performance | Education and Training Directorate | **ACT Government**
 Headley Beare Centre for Teaching and Learning | GPO Box 158 Canberra ACT 2601 | www.act.gov.au

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From: Hughes, Courtney [mailto:Courtney.Hughes@mercer.com]
Sent: Wednesday, 5 August 2015 2:46 PM

To: Tranda, Michelle
Subject: RE: ACT ETD Work Value Assessment Submission
Sensitivity: Confidential

Hi Michelle

Thanks for sending through the materials. Would you and the team be available for a teleconference (~1 hour) with the Mercer team on Monday 10th sometime between 12pm and 3pm? Or Tuesday 11th between 11am-2pm?

Kind regards,

Courtney

Courtney Hughes-Lord

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M +61 424 848 389
courtney.hughes@mercer.com
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From: Tranda, Michelle [<mailto:Michelle.TRANDA@act.gov.au>]
Sent: Friday, 24 July 2015 9:53 AM
To: Hughes, Courtney
Cc: Zanetti, Carol; Tarrant, Sarah
Subject: ACT ETD Work Value Assessment Submission
Importance: High
Sensitivity: Confidential

Courtney

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In the meantime, if there is any other information you require, let me know and I will do my best to provide as soon as possible.

Cheers

Michelle Tranda | Senior Project Officer
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Nikolas, Lejla

From: Hughes, Courtney [Courtney.Hughes@mercerc.com]
Sent: Wednesday, 5 August 2015 4:37 PM
To: Tranda, Michelle
Subject: RE: ACT ETD Work Value Assessment Submission (7)

Sensitivity: Confidential

Thanks Michelle.

From: Tranda, Michelle [mailto:Michelle.TRANDA@act.gov.au]
Sent: Wednesday, 5 August 2015 4:36 PM
To: Hughes, Courtney
Subject: RE: ACT ETD Work Value Assessment Submission
Sensitivity: Confidential

Beg pardon, I did mean the 13th and 14th but, Dougal and I could do Wednesday afternoon 12 Aug 2015 if that works for you and your colleagues.

M

From: Hughes, Courtney [mailto:Courtney.Hughes@mercerc.com]
Sent: Wednesday, 5 August 2015 4:33 PM
To: Tranda, Michelle
Subject: RE: ACT ETD Work Value Assessment Submission
Sensitivity: Confidential

Hi Michelle

I will check with Jennifer – I suspect she is on leave this week however I will let you know as soon as possible.

Just to check do you mean this Thursday and Friday (6th and 7th) or the following week? If Thursday and Friday the following week I am facilitating all day workshops so we might need to find an alternate day, possible Wednesday 12th?

Kind regards,

Courtney

Courtney Hughes-Lord

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courtney.hughes@mercerc.com
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Hi Courtney

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would later in the week possible? Thursday and/or Friday are pretty much clear all day for us except one appointment on Friday between 1:00 and 1:30 pm.

Cheers

Michelle Tranda | Senior Project Officer
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Sent: Wednesday, 5 August 2015 2:46 PM
To: Tranda, Michelle
Subject: RE: ACT ETD Work Value Assessment Submission
Sensitivity: Confidential

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Kind regards,

Courtney

Courtney Hughes-Lord

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From: Tranda, Michelle [<mailto:Michelle.TRANDA@act.gov.au>]
Sent: Friday, 24 July 2015 9:53 AM
To: Hughes, Courtney
Cc: Zanetti, Carol; Tarrant, Sarah
Subject: ACT ETD Work Value Assessment Submission
Importance: High
Sensitivity: Confidential

Courtney

As discussed please find email 1 of 2 providing ACT ETD submission and relevant materials for work value assessment of the School Assistant Classification. Once you have had an opportunity to review let me know and we will set up a teleconference.

In the meantime, if there is any other information you require, let me know and I will do my best to provide as soon as possible.

Cheers

Michelle Tranda | Senior Project Officer
Phone 02 620 57390 | Email: michelle.tranda@act.gov.au
People and Performance | Education and Training Directorate | ACT Government
Headley Beare Centre for Teaching and Learning | GPO Box 158 Canberra ACT 2601 | www.act.gov.au

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Thank you for your cooperation.

Nikolas, Lejla

From: Hughes, Courtney [Courtney.Hughes@mercer.com]
Sent: Wednesday, 5 August 2015 5:34 PM
To: Tranda, Michelle
Subject: RE: ACT ETD Work Value Assessment Submission (8)

Sensitivity: Confidential

Hi Michelle

Would 3pm on the 12th suit?

Kind regards,

Courtney

Courtney Hughes-Lord

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+61 3 9623 4133
M +61 424 848 389
courtney.hughes@mercer.com
www.mercer.com.au | Mercer Consulting (Australia) Pty Ltd ABN 55 153 168 140

From: Tranda, Michelle [mailto:Michelle.TRANDA@act.gov.au]
Sent: Wednesday, 5 August 2015 4:36 PM
To: Hughes, Courtney
Subject: RE: ACT ETD Work Value Assessment Submission
Sensitivity: Confidential

Beg pardon, I did mean the 13th and 14th but, Dougal and I could do Wednesday afternoon 12 Aug 2015 if that works for you and your colleagues.

M

From: Hughes, Courtney [mailto:Courtney.Hughes@mercer.com]
Sent: Wednesday, 5 August 2015 4:33 PM
To: Tranda, Michelle
Subject: RE: ACT ETD Work Value Assessment Submission
Sensitivity: Confidential

Hi Michelle

I will check with Jennifer – I suspect she is on leave this week however I will let you know as soon as possible.

Just to check do you mean this Thursday and Friday (6th and 7th) or the following week? If Thursday and Friday the following week I am facilitating all day workshops so we might need to find an alternate day, possible Wednesday 12th?

Kind regards,

Courtney

Courtney Hughes-Lord

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P +61 3 9623 4133
M +61 424 848 389

courtney.hughes@mercer.com
www.mercer.com.au | Mercer Consulting (Australia) Pty Ltd ABN 55 153 168 140

From: Tranda, Michelle [<mailto:Michelle.TRANDA@act.gov.au>]
Sent: Wednesday, 5 August 2015 3:50 PM
To: Hughes, Courtney
Subject: RE: ACT ETD Work Value Assessment Submission
Sensitivity: Confidential

Hi Courtney

Yes we would be very happy to talk to you, however, Dougal Whitton our Employee Relations Manager who wishes to be included in this conversation, will not be in the office on Monday 10 or Tuesday 11 – so my apologies but would later in the week possible? Thursday and/or Friday are pretty much clear all day for us except one appointment on Friday between 1:00 and 1:30 pm.

Cheers

Michelle Tranda | Senior Project Officer
Phone 02 620 57390 | Email: michelle.tranda@act.gov.au
People and Performance | Education and Training Directorate | ACT Government
Headley Beare Centre for Teaching and Learning | GPO Box 158 Canberra ACT 2601 | www.act.gov.au

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From: Hughes, Courtney [<mailto:Courtney.Hughes@mercer.com>]
Sent: Wednesday, 5 August 2015 2:46 PM
To: Tranda, Michelle
Subject: RE: ACT ETD Work Value Assessment Submission
Sensitivity: Confidential

Hi Michelle

Thanks for sending through the materials. Would you and the team be available for a teleconference (~1 hour) with the Mercer team on Monday 10th sometime between 12pm and 3pm? Or Tuesday 11th between 11am-2pm?

Kind regards,

Courtney

Courtney Hughes-Lord

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M +61 424 848 389
courtney.hughes@mercer.com
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From: Tranda, Michelle [<mailto:Michelle.TRANDA@act.gov.au>]
Sent: Friday, 24 July 2015 9:53 AM
To: Hughes, Courtney
Cc: Zanetti, Carol; Tarrant, Sarah
Subject: ACT ETD Work Value Assessment Submission

Importance: High
Sensitivity: Confidential

Courtney

As discussed please find email 1 of 2 providing ACT ETD submission and relevant materials for work value assessment of the School Assistant Classification. Once you have had an opportunity to review let me know and we will set up a teleconference.

In the meantime, if there is any other information you require, let me know and I will do my best to provide as soon as possible.

Cheers

Michelle Tranda | Senior Project Officer
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Thank you for your cooperation.

Nikolas, Lejla

From: Hughes, Courtney [Courtney.Hughes@mercerc.com]
Sent: Thursday, 3 September 2015 11:08 AM
To: Tranda, Michelle
Subject: School Assistant review (9)

Hi Michelle

I wanted to touch base re the School Assistant review. As discussed, we need to update our Statement of Work to reflect the revised scope of work. I have sent this through to Coralie for approval.

Please let me know if you have any questions.

Kind regards,

Courtney

Courtney Hughes-Lord

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courtney.hughes@mercerc.com
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Thank you for your cooperation.

Nikolas, Lejla

From: Hughes, Courtney [Courtney.Hughes@mercerc.com]
Sent: Thursday, 3 September 2015 11:14 AM
To: Tranda, Michelle
Subject: RE: School Assistant review (10)

Hi Michelle

Yes that is not a problem re the HAAS work, whenever you are ready let us know.

Kind regards,

Courtney

Courtney Hughes-Lord

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P +61 3 9623 4133
M +61 424 848 389
courtney.hughes@mercerc.com
www.mercer.com.au | Mercer Consulting (Australia) Pty Ltd ABN 55 153 168 140

From: Tranda, Michelle [<mailto:Michelle.TRANDA@act.gov.au>]
Sent: Thursday, 3 September 2015 11:13 AM
To: Hughes, Courtney
Subject: RE: School Assistant review

Hi Courtney

Thanks, I'm not in the office today but will check in with Corralie tomorrow.

Also, with regards to the additional task we intend to ask of Mercer/you, regarding the new model for Health Access in Schools (HAAS), I have been made aware this week that there are a few extra tasks to undertake in order to satisfy all parties. Given these tasks and availability of relevant officers within ACT Health it is now likely to be a couple of weeks before I can formally make the further request for work. I trust that this is not going to be too much of an issue on your end and I will advise further as soon as I can.

Cheers

Michelle

From: Hughes, Courtney [Courtney.Hughes@mercerc.com]
Sent: Thursday 3 September 2015 11:07
To: Tranda, Michelle
Subject: School Assistant review

Hi Michelle

I wanted to touch base re the School Assistant review. As discussed, we need to update our Statement of Work to reflect the revised scope of work. I have sent this through to Coralie for approval.

Please let me know if you have any questions.

Kind regards,

Courtney

Courtney Hughes-Lord

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courtney.hughes@mercer.com
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under section 36 of the
Freedom of Information Act 1989

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under section 36 of the
Freedom of Information Act 1989

Nikolas, Lejla

From: Jervis, Jennifer [Jennifer.Jervis@mercer.com]
Sent: Thursday, 3 September 2015 3:32 PM
To: McAlister, Coralie
Cc: Tranda, Michelle; Hughes, Courtney
Subject: RE: Mercer review of School Assistants (03/09/2015)
Attachments: chu_ACT ETD School Assistant SOW_20150902.pdf

Hi Coralie,

Hope you are well.

Courtney is looking forward to starting this project.

Would you be able to sign the attached so we can set up the project from our end; the document you returned was unsigned.

With kind regards

Jennifer

Jennifer Jervis, Principal
Talent | Government, Education and Community Consulting Practice
Mercer 201 Sussex Street, Darling Park Tower 3, Sydney 2000 NSW, Australia
+61 02 8864 6636 | Fax +61 02 8915 1526 jennifer.jervis@mercer.com

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Wed-Fri Maria Bowman +61 02 8864 6635 Maria.Bowman@mercer.com

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From: McAlister, Coralie [<mailto:Coralie.McAlister@act.gov.au>]
Sent: Thursday, 3 September 2015 3:13 PM
To: Hughes, Courtney
Cc: Tranda, Michelle; Jervis, Jennifer
Subject: FW: Mercer review of School Assistants

Good Afternoon Courtney

Thank you very much for preparing this document.

We agree and approve.

Regards

Coralie

Coralie McAlister |
Director People and Performance |
ACT Education and Training Directorate |
Phone 620 59202 | Email coralie.mcalister@act.gov.au |

From: Hughes, Courtney [<mailto:Courtney.Hughes@mercer.com>]
Sent: Thursday, 3 September 2015 11:05 AM
To: McAlister, Coralie
Cc: Jervis, Jennifer
Subject: Mercer review of School Assistants

Hi Coralie

Michelle has briefed us on the revised scope of work for the School Assistant review. As scope is now slightly bigger and broader, we will need to revise our initial Statement of Work.

I have attached a new Statement of Work for your approval, which would replace the existing one. Please let me know if you have any questions or would like to discuss further.

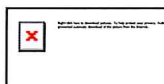
Kind regards,

Courtney

Courtney Hughes-Lord

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Thank you for your cooperation.

Nikolas, Lejla

From: Jervis, Jennifer [Jennifer.Jervis@mercer.com]
Sent: Thursday, 17 September 2015 1:48 PM
To: Tranda, Michelle
Cc: McAlister, Coralie; Hughes, Courtney
Subject: RE: Mercer review of School Assistants (17/09/2015)

Thank you Michelle,

Courtney will get started on this now.

Kind Regards
 Jennifer

Jennifer Jervis, Principal
 Talent | Government, Education and Community Consulting Practice
Mercer 201 Sussex Street, Darling Park Tower 3, Sydney 2000 NSW, Australia
 +61 02 8864 6636 | Fax +61 02 8915 1526 jennifer.jervis@mercer.com

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From: Tranda, Michelle [mailto:Michelle.TRANDA@act.gov.au]
Sent: Thursday, 17 September 2015 9:11 AM
To: Jervis, Jennifer
Cc: McAlister, Coralie; Hughes, Courtney
Subject: FW: Mercer review of School Assistants
Importance: High

Jennifer

Further to Coralie's email below, please now find attached signed Statement of Work (2/9/15) and apologies for the delay.

Cheers

Michelle Tranda | Senior Project Officer
 Phone 02 620 57390 | Email: michelle.tranda@act.gov.au
 People and Performance | Education and Training Directorate | **ACT Government**
 Headley Beare Centre for Teaching and Learning | GPO Box 158 Canberra ACT 2601 | www.act.gov.au

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From: McAlister, Coralie
Sent: Friday, 4 September 2015 7:54 AM

To: 'Jervis, Jennifer'
Cc: Tranda, Michelle; 'Hughes, Courtney'
Subject: RE: Mercer review of School Assistants

Good Morning Jennifer

It has come to my attention that we will require internal approval before I can forward this signed contract. I do not foresee this will take long, however I ask that this signed version be withdrawn and we respond immediately to seek required internal approval, allowing me to forward you a freshly signed and dated version mid-next week.

I'll ask Michelle to call Courtney to outline our internal requirements.

Thank you

Coralie

From: McAlister, Coralie
Sent: Thursday, 3 September 2015 4:17 PM
To: Jervis, Jennifer
Cc: Tranda, Michelle; Hughes, Courtney
Subject: RE: Mercer review of School Assistants

Hello Jennifer

My apologies – thank you for your tactful explanation/request.

Signed copy attached.

Coralie

Coralie McAlister I
Director People and Performance I
ACT Education and Training Directorate I
Phone 620 59202 | Email coralie.mcalister@act.gov.au |

From: Jervis, Jennifer [<mailto:Jennifer.Jervis@mercerc.com>]
Sent: Thursday, 3 September 2015 3:32 PM
To: McAlister, Coralie
Cc: Tranda, Michelle; Hughes, Courtney
Subject: RE: Mercer review of School Assistants

Hi Coralie,

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Courtney is looking forward to starting this project.
Would you be able to sign the attached so we can set up the project from our end; the document you returned was unsigned.

With kind regards
Jennifer

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Mercer 201 Sussex Street, Darling Park Tower 3, Sydney 2000 NSW, Australia
+61 02 8864 6636 | Fax +61 02 8915 1526 jennifer.jervis@mercerc.com

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From: McAlister, Coralie [<mailto:Coralie.McAlister@act.gov.au>]
Sent: Thursday, 3 September 2015 3:13 PM
To: Hughes, Courtney
Cc: Tranda, Michelle; Jervis, Jennifer
Subject: FW: Mercer review of School Assistants

Good Afternoon Courtney

Thank you very much for preparing this document.

We agree and approve.

Regards

Coralie

Coralie McAlister |
Director People and Performance |
ACT Education and Training Directorate |
Phone 620 59202 | Email coralie.mcalister@act.gov.au |

From: Hughes, Courtney [<mailto:Courtney.Hughes@mercer.com>]
Sent: Thursday, 3 September 2015 11:05 AM
To: McAlister, Coralie
Cc: Jervis, Jennifer
Subject: Mercer review of School Assistants

Hi Coralie

Michelle has briefed us on the revised scope of work for the School Assistant review. As scope is now slightly bigger and broader, we will need to revise our initial Statement of Work.

I have attached a new Statement of Work for your approval, which would replace the existing one. Please let me know if you have any questions or would like to discuss further.

Kind regards,

Courtney

Courtney Hughes-Lord

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Thank you for your cooperation.

Nikolas, Lejla

From: Hughes, Courtney [Courtney.Hughes@mercerc.com]
Sent: Friday, 23 October 2015 12:58 PM
To: Tranda, Michelle
Subject: RE: Mercer project (11)

Hi Michelle

Thanks for checking in. At this stage, no extra information is required and all is progressing well.

Re timing, I will still be working on it early November (due to sign off being pushed back a couple of weeks) so I think it should be fine without another contact as I don't anticipate any major queries during this time. If there is already someone across the project brief, it would be helpful, but it's not critical.

Let me know if that all sounds OK. Apologies for the delay in getting back to you, I have been delivering training this week.

I hope you enjoy your leave.

Kind regards,

Courtney

Courtney Hughes-Lord

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P +61 3 9623 4133
M +61 424 848 389
courtney.hughes@mercerc.com
www.mercerc.com.au | Mercer Consulting (Australia) Pty Ltd ABN 55 153 168 140

From: Tranda, Michelle [<mailto:Michelle.TRANDA@act.gov.au>]
Sent: Friday, 16 October 2015 9:22 AM
To: Hughes, Courtney
Subject:

Hi Courtney

I just thought I would check in with you re the progress of the assessment of our School Assistant Standards Framework and to see if there is anything else you require from us at this time.

I also wanted to let you know that I will be away from the office for the period 26 October 2015 to 6 November 2015 and would like to check, in terms of your timing, whether you might need an alternate contact during this time, as Coralie will also be undertaking another position during the first week of my leave.

Cheers

Michelle Tranda | Senior Project Officer
Phone 02 620 57390 | Email: michelle.tranda@act.gov.au
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