

TASMANIAN INDUSTRIAL COMMISSION
Industrial Relations Act 1984

T No. 5539 of 1995

IN THE MATTER OF an application by the
AWU-FIME Amalgamated Union Tasmania
Branch to vary the Cement Makers Award

re remuneration and classifications
applicable to the control room operator

COMMISSIONER GOZZI

DEVONPORT, 14 June 1995

TRANSCRIPT OF PROCEEDINGS

Unedited

COMMISSIONER GOZZI: I'll take appearances please.

MR G. COOPER: I appear on behalf of the AWU-FIME Amalgamated Union - COOPER G. Appearing with me is **MR PHIL MACE** and also present is **MR GARY HAMPTON** and **MR IAN PARRY** that they will be later called as witnesses, sir. They
5 are present with us.

COMMISSIONER GOZZI: Yes, thank you, Mr Cooper.

MR P.E. TARGETT: Thank you, commissioner. TARGETT, P.E. from the Tasmanian Chamber of Commerce and Industry. Appearing with me is **MR DAVID COLLINGTON AND MR DESMOND BARTHOLOMEW.**

10 COMMISSIONER GOZZI: Yes, thank you, Mr Targett. Well the matter really arises from application 5469 of 1995 which was a section 29 notification and the subject matter is remuneration and classifications applicable to the central control room operations.

15 Now on the last occasion we concluded the proceedings on the basis that the parameters for a new application under section 23 would be established and that the parties themselves would adhere to those parameters dealing with the issues.

The application I have received under section 23 doesn't specify the parameters and it's not necessary that it does so, but I thought I'd put on record what my understanding of the situation is and for you then to proceed as you see fit.

20 I just say at the outset it might be useful to re-establish the parameters if you have a mind to in respect of the applications that are before me that it might provide some useful guidance on the way through in dealing with these - with this application, but I'm in your hands as far as that goes.

Mr Cooper?

25 MR COOPER: Sir, in respect to that, as I understand it the - we did speak at the - at the hearing 5469 and we did discuss a number of issues. The actual application was framed by our joint branch secretary, Mr Hayes, but I understand it is broad enough to cover the subject matter that we are dealing with, and that is, as you said, the remuneration and rate of pay that is to be paid to central control room and associated
30 classifications.

I mean, I don't - unless you specifically want me to I think that's broad enough and we all understand that that's what we're dealing with.

35 COMMISSIONER GOZZI: Well there was some dialogue between you and Mr Targett, for want of a better description, about how this matter should proceed and, you know, the conduct of the review and I suppose to be blunt about it that's what I was driving at so that you can get agreement on how you're going to conduct a review at the outset, I suppose, to just - going along, if you like.

40 Now I'm quite happy if you haven't seen the transcript, I have a copy of it, to just let you have a look - quick look at the last few pages which might refresh everybody's mind.

MR COOPER: Yes, Mr Hunter advised us that that was available but we haven't seen that yet, sir, so I apologise for that.

COMMISSIONER GOZZI: Right.

MR COOPER: But basically, the gist of it is that we want a review of the central control room operations so that hopefully we can get an increase in the rate of pay that is applied there, and in that review obviously that would have some impact on the lower levels. And basically that's -

5 COMMISSIONER GOZZI: Yes, I think that was the - one of the important turning points in our discussions that really, as I understood it - and I think it's important to clarify it - that we're really talking about the work of the grade 7's and obviously if the grade 6's and 5's act up in a grade 7 position and the consequential moving up that there would be of course either mixed functions or higher duties or whatever would be applied. But I think we need to be clear whether we're looking at grade 7 in isolation from grade 6 and 5 and my understanding was that we would be.

15 MR COOPER: That's correct, sir. I - that's my intention today. We did have a meeting last night of some of the members that are present on site and - and they do want the review to go further. What I intend to do, sir, is deal with level 7 and if we need to, come back and look at the others separately. But in dealing with level 7, I believe there will be a positive impact if we're lucky enough to get a favourable decision. There will be a position impact on sixes and fives. And I made that quite clear in the section 29 application. It's just a matter of course that would happen.

COMMISSIONER GOZZI: So effectively we're doing a work value on grade 7?

20 MR COOPER: Yes.

COMMISSIONER GOZZI: Thanks, Mr Cooper. Mr Targett, are you content with that approach or not?

25 MR TARGETT: I have no problems with Mr Cooper pursuing his application in relation to a work value assessment of the central control room classification which in fact covers two existing classification levels within the award, as I did mention in matter T.No.5469 of 1995. If Mr Cooper through these proceedings seeks to enlarge that work value to incorporate grades 5 and 6, then yes, I do have substantial difficulties based on what he's just said. That isn't his intention.

30 COMMISSIONER GOZZI: Yes, that's the way I understand it as well. Mr Cooper, I think we're ready to roll.

MR COOPER: Very good, sir. What I'd like to do today, sir, is basically as a result of T.5469 there was some inspections, and for the purpose of this matter I'd like to get it clear on the record that those inspections did involve you visiting the central control room and some other areas of the plant.

35 Now it may be that those inspections suffice for today's hearing, but I would like to hear from Mr Targett in respect to that, otherwise we may be in a situation as for these proceedings we have to have separate inspections that are under this T number. So I would, as a preliminary matter, like to tidy that up.

40 COMMISSIONER GOZZI: I'm not sure what Mr Targett's view is, but I'll tell you what, I'm not going to see it again. I'm quite content with what I've seen under any heading of application numbers.

45 MR TARGETT: I certainly don't intend to tell Mr Cooper how he should or shouldn't attempt to run his case but as I understand the inspections that took place in May they were informal inspections to enable the commissioner to familiarise himself with the geographics and the logistics of the plant. So obviously in relation to those matters I'm quite content if any matters further than the logistics and the geographics are

intended to be drawn from the - from the inspections, I'd then have to wait and see what he attempted to draw.

5 COMMISSIONER GOZZI: Yes. I mean from my point of view, Mr Cooper and Mr Targett, the inspections were informative and hopefully they will assist me in coming to a view in respect of what's put today both in submissions and in evidence. So I don't need to see it again.

MR COOPER: Well I just wanted to raise that point.

COMMISSIONER GOZZI: Unless you - you know, if you particularly wanted some specific inspection well obviously it's up to you to raise that, but -

10 MR COOPER: Well what I'd do in the preliminary submission, sir, is advise that we would reserve our right for that if the case did come about that you did have to have a look at something to clarify a specific point. So obviously all I wanted to do was glean from Mr Targett that he was happy that you have had inspections, he recognises that those inspections did provide you with some information about the
15 logistics/geographics, and they probably went a little bit further than actually in terms of the hour or hour and a half that you spent in the central control room.

And that briefing, sir, that you got in T.5469 I didn't want - I didn't want that to be sort of - how should I say - not admissible in terms of this application. So that's the only point I was raising as a preliminary matter.

20 COMMISSIONER GOZZI: Right.

MR COOPER: So as long as we're clear on that.

MR TARGETT: Commissioner, just perhaps before Mr Cooper does proceed - not to take issue with him over what he's just raised but to perhaps look at where we are going to go with this particular matter - being a work value matter I do see this as
25 being one of some substance and proceedings certainly from the case that we intend to put forward on behalf of the employer is of some weight and will take some time, so at some stage we would be seeking to address the issue of further proceedings or further hearing dates following on from these proceedings and I guess to a degree that's going to depend on how Mr Cooper goes today. But there are matters of organising witnesses and things like that as far as dates and locations are concerned. So at some stage
30 during the proceedings I would seek to try and get that matter sorted out as well.

COMMISSIONER GOZZI: All right, thanks, Mr Targett.

MR COOPER: Sir, if I may - if I may, I just want to put up an exhibit and then I'd like to probably excuse Mr Parry and call Mr Hampton. I don't think anything I'll say
35 here will prejudice that.

Sir, what I've been able to -

COMMISSIONER GOZZI: We'll mark that exhibit C.1.

MR COOPER: Sir, I've put a date on that - that's the 27th May 1993. In respect of that there was a big supplement that was available in the 'Advocate' newspaper and it was a supplement that dealt specifically with the Goliath expansion and I have the
40 supplement in its entirety but I only have one copy of it. So what I've done, I've been a little bit selective and taken some of the exhibits out of that supplement. The reason I've done that is to provide the commission with some background as it was reported in May 1993 as to the expansion was a huge capital investment in the plant at around

that time where the plant was upgraded significantly and the results were that there was more production available to the company.

5 Sir, and what this one here is, this - this brief story does basically advise that in a summary form what that expansion deals with - and if you look at the facts file it talks about Goliath Portland Cement Company's one hundred million dollar plus expansion project which will double annual production to one million tonnes, the construction of a new fifty million dollar cement carrying ship was also part of the project and it talks about where it was.

10 I don't know if you were in last night, sir, but the actual ship was berthed outside the silos last night from Goliath Ships.

So the reason I provided that is, as part of the background, it does go through - through a little bit of the history in terms of the expansion and it does - the then manager, Mr Nevin, is quote as saying that - that the reasons for the expansion quite simply, they just wanted to make - make more cement.

15 And I have another one that complements that in terms of an industrial success story out of the same - out of the same - sorry - out of the same article.

COMMISSIONER GOZZI: Exhibit C.2.

20 MR COOPER: This one here basically gives you a little bit of a time line in terms of the success - and I think it is important for you as a commissioner coming to this industry that you have some understanding of that. I don't intend to deal with it in its totality, but it does say in this article that: Goliath is one of the oldest secondary industries on the north west coast, one that's heading into the future with some of the best technology in the world. In '91 it embarked on its \$100 million expansion program which will increase its annual production to a million tonnes. And then it talks about
25 how expansion has played a key role in Goliath's history. And it goes back to its beginnings and where there was some deliberation about where the site would be. And in fact this site was chosen over - or preferred over a Berriedale site because it had better quality products and it was closer to the site.

30 And it then goes through the article, down towards the third last paragraph, it talks about in 1926 when the normal production capacity was 25,000 tonnes a year. But it was soon evident a larger complex was needed. It goes through that 65,000 tonnes was produced in the '30s. In the 1940s output had reached 100,000 tonnes. And after World War II there was some major construction works in Tasmania which were linked to the HEC and talks about then the old kiln. And then it goes on to the '47s and right
35 through to '90. And the reason that I provide that is so it does give you some background in terms of the expansion at Goliath. And now we've got a plant that's upgraded and can do this million tonnes a year. So it's a huge turnaround from the earlier establishment of the '20s and one that the company should be recognised for.

40 But the reason we do that is so that you have some idea of where they've come from and how things have changed. And they've changed dramatically recently.

So what I'd like to do, sir, in having provided you with some brief background, I do have some more exhibits out of that article which I think you'll find informative. But I'll deal with them later on in the proceedings. And then I'll go to some correspondence between the parties in respect to this matter.

45 So having provided you with that background, I'd like to call my first witness, Mr Hampton, and get Mr Hampton to take you through, in his evidence, what he perceives to be the changes that have occurred. I'd have to excuse Mr Parry and call him later as a witness.

COMMISSIONER GOZZI: Yes, thank you.

GARY JAMES HAMPTON, sworn:

COMMISSIONER GOZZI: Yes, thank you, Mr Hampton.

5 MR COOPER: Mr Hampton, would you please advise the commission what your current employment is ?... At the moment I'm employed as a central control room operator for Goliath Cement.

And how long have you been an employee of the company ?... I'm in my twenty second year at the moment.

10 And could you advise the commission what sort of jobs you've undertaken in your 22 years ?... I first started out as a attendant and utility - freezing. From then I went to raw mill assistant, raw miller, relief kiln burner, kiln burner and relief foreman. And now I'm back to a central control room operator.

So you've seen a bit of change in your years ?... Yes.

15 What would be the most significant thing that's happened out there in terms of change ?... Oh, basically, I suppose the main change would be the relocation of the control room, of the kiln and the cement mill and the raw mill all at the one location to the central control and by one man.

Were they all operated by separate people before, were they ?... They were, yes.

20 So how many operators would that have given then ?... Three. There was a burner, raw miller and a raw mill assistant.

25 And they were all in separate parts of the plant ?... The raw miller and the raw miller assistant were in the same control room, which was No. 4 raw mill. the raw miller was in control of the No. 3 and No. 4 cement mills, which were in the other areas, and when he went to check on those the raw miller assistant had to take control of the No. 4 raw mill.

30 And the burner, or the kiln, was it ?... Yes, the burner used to look after the kiln and the feed system coming into the kiln and the coal plant and the transportation of the clinker to the clinker, whichever.

So you had three operators basically integrating together on different switchboards, the process ?... Yes.

So when did that change, that process ?... 1993 - 2, 1992, late '92

And that was the development of the central control room ?... Yes

35 So what happened when the central control room was put in place ?... When the central control room was put in place the No. 4 raw mill was shut down and there was a new raw mill put in, No. 5 raw mill. And the kiln was upgraded, there was a new 10,000 tonnes silo, new coal mill, and all of that plus the new No. 5 cement mill - and all of that was relocated in the central control room at the moment, which was built where the No. 1 and 3 kiln platform used to be. And the old kiln platform is no longer in use, neither is No. 4 raw mill. Everything is controlled now from the central control room, right from where the stone comes out of the quarry crusher until it goes into the S and T silo for rail distribution.

Was there any difficulty going from those separate areas into one central control, in terms of picking up the process?... Oh yes, it was a whole new learning process. The - like the raw mill and cement mill 5, all that's been commissioned. The new feed system, new coal mill, it took a fair while, yes.

5 In the central control room, when we were there the other day in another matter, we observed that there's keyboards and mouses and computer screens. Was that a different way to operate the plant then - under the old boards before?... Oh yes, totally different. Before we just had a mini panel and you could sort of sit down and just watch the whole and see what was happening in which area of the plant. Now, as I
10 say, it's been relocated to computer system and it's - you can only concentrate on one part of the plant at a time. But we do have an alarm system which we can go to, to any of the plants - any part of the plant that raises an alarm.

Did you have to have any training to operate computers?... Yes, I've never ever operated a computer before and I don't think the other chaps did either.

15 In terms of the responsibility you would have had say, as a burner or a raw mill operator, did that increase when you went in as a central control room operator?... Greatly.

Why is that?... Well as a burner all I had to do was look after the kiln and the feed. It was about 130 or 140 tonne per hour, one coal mill, which milled about 12 tonne an
20 hour. And that was basically it, check the cooler grate, make sure that was functioning properly. But now we've got the whole plant and, like we don't get the opportunity to get out and check anything any more. We've just got to take notice of what alarms come up. The work has increased.

When you first went into the central control room, how many people went in there to
25 operate that?... Initially there were two.

And how long did you have two for?... Up until August 17th 1994.

And what changed then?... Well it got to the stage where the manning levels had
30 dropped off and we weren't getting any annual leave. And we decided that, no, we had to make a date to go back to the one man operation so annual leave could be taken. And August 17th was the date chosen.

It was August 17th last year?... August 17th '94, yes.

So what happened then, that you had one central control room operator from that
35 point on?... Yes, one central control room operator from 1994, August 17th, and he's basically looking after the whole plant. I mean, after hours from 6.00 pm to 6.00 am we have to man the gate. Also we've got to look after the phones. I had an incoming call last night from the United Kingdom about clinker. I mean, this doesn't happen often, overseas, but last night it was one of those calls. That's about it really.

In terms of then, what you've explained on - as you was a burner operator to central
40 control room single operator, that's opposed to two from August last year, how many different jobs would you have - additional jobs - to rephrase it? How many additional jobs would you have from being a single burner operator?... Well we've got an added responsibility where we've got an extra coal mill. We've got a -

COMMISSIONER GOZZI: Extra what - coal -?... Coal mill.

Yes?... We've got a raw mill which has a bigger capacity, and we've got both cement
45 mills that we have to operate. And, you know, it's pretty hard to explain really unless you're there. But that's about what it is. We have control of the plant, as I said, from

the time the crushed material comes out of the quarry right up to where the cement goes in, whereas before you only had to deal with the raw meal from the silo and to the clinker to the crane beam or the other part of the plant.

5 MR COOPER: What do you have to do as part of the testing process in the central control room?... Basically we don't do the testing, but we make the changes tests are out of the range. We make the changes on the computers. If the kiln is burning hot or burning cold, we've got to make the changes. If the cement surface area is up or down we've got to make the changes. And if the chemistry on the raw mills is out of the range we've got to make the changes.

10 So some of those changes are in terms of quality control changes?... Yes.

Right. So how do you get that data?... It's - the management put the guidelines out that we've got to go to.

So where there's a test done, the tester rings that through here?... Yes.

15 And then you make the necessary adjustments on the basis?... The necessary adjustments, yes.

In terms of the kiln, you mention there that you have to monitor the kiln. How do you know how to do that?... Experience.

20 So, what, is there guidelines there?... There is guidelines, yes, but I mean, if it comes down to the nitty gritty, you can set guidelines for certain things, but it basically comes back to experience. When I first went over Burnie it was commissioning the new No. 2 and there was a German chap there who was commissioning it and he told me that it'd take 10 years before you became a competent burner. He said don't ever think that you're going to learn it in two years.

25 What did you think about that statement?... I was shit scared then. But I got through it all.

And how long did it take you to get proficient with the burning?

30 COMMISSIONER GOZZI: That thought did cross my mind?... The kiln itself, about four months, really, just to learn the process. On other plant, four months to learn. And, you know, when I went by myself I was a bit - scared. But, you know, the longer you're there, the more experience you get. And now I'd class myself as a pretty competent operator.

And that's taken - how long have you been doing that for?... About 14 years.

35 And with - I noticed the other day we were there, there was someone in there that was learning. How long does it take someone to come in and learn with you to understand the kiln in the central control?... Well I've had that - this bloke in there learning with me at the moment, teaching him, and he was in there around about - he's been in there about three months, I suppose. And he's - in the last three weeks I've just gotten him on to the kiln. And I'd say he'd be another three months.

40 Before he could handle the kiln on his own?... Before he could handle the whole plant on his own. The blokes that I take they start off with the cement mills and stay on them for a couple of three weeks just to get confident with the computers, and then move them and let them start and stop the raw mill and start and stop the cement mills and let them get really confident with what they're doing before they get on to the major part of it, because the kiln is the major part.

Is a working knowledge of the plant an advantage if you're a control room operator ?... Yes, it is. For someone to come in and just go straight into the central control room, it would be very, very hard for them to know exactly. I mean, they don't know what they're starting or stopping. They need a lot of experience outside on the plant to know what they're starting and stopping and what you've got to start or stop it for.

How long would you say would be appropriate for somebody to work outside to gain that knowledge ?... I'd say at least two or three years to get a real good understanding.

So it would take them two or three years outside and then another six months or more inside ?... Yes.

Is there much responsibility attached with the job now ?... Yes, there's a great responsibility. I'm relief - not actually relief shift foreman, but I relieve the shift foreman when he goes on holidays or long service leave or sick, and I know which job I'd rather do central control.

Is there much pressure in the central control room ?... Yes, there is.

What brings that about ?... Well you've got the whole plant, you've got alarms just blaring from the time you walk through the door to the time you finish. In some situations you just can't get a break, you just can't turn off for 12 hours. I mean, with other people on the plant they can have their lunch and relax, but there's no relaxing in the central control room. You just - your mind is just on the job from the time you start to the time you leave, and probably an hour after you go.

It sounds like there's a fair bit of pressure there too ?... Yes, there is.

Do you cope with that all right ?... Not really, no. I get on edge for quite a great deal of time.

Has the 12 hour shifts made a difference to the central - ?... Made a lot of difference, yes.

Why is that ?... Well you're only there two days and you've got a 24 hour break and then you're back for another two. Before you just had to continue seven days straight. Day shift at the moment is a bit of a pill because - well you were there yesterday, the alarm just ringing all the time because people are doing maintenance on different areas of the plant. They're ringing up, they're - you know - radio contact, of people coming to the window wanting to know this and that, to start this and stop that. They can't get through on the radio so - you know - it's just non-stop on day shift from 7.40 to 4.20.

Because of what is going on, on the plant ?... Well, yes, maintenance. I mean, maintenance has got to be done and that puts added responsibility onto us.

Right. So it's a little bit quieter on the back shifts ?... It's fairly quiet on the back shifts, yes. I mean, you've got your incoming calls and people coming to the gate. Of a weekend, you know, you open up the gate. You know, weekends are not so bad on day shift as well as during the week, people still want things done.

Has the role of the foreman changed since the central control room has been put in place ?... Well probably he's gone more to a hands on man now because of the manning levels have dropped off on shift. And he's - you know - gone to a hands on - he's more or less a labourer outside now because if he didn't the plant would stop.

How many people used to - well how many people are on shift now - each shift ?... Sixteen. That's four on each - yes.

So you have one central control room operator ?... One central control room operator. We usually - one outside and one testing, one on holiday.

So what does the foreman do then, some of that work, does he ?... He's got to, yes.

5 What were the manning levels before you had the upgrade ?... Before the upgrade there was seven on each shift, plus the foreman.

So since the upgrade the shifts have been downsized by three per shift ?... Yes.

10 Does that make it - is that manning level adequate ?... Not really, no. Not when you're having trouble, particularly in the winter time. If you've got trouble outside, you've got trouble inside. And when you've got trouble inside - you know - management say, well get someone from outside to give you a hand if you get stuck. But if you've got trouble inside you can't - if you've got trouble inside you've got it outside, so you can't usually get anybody from outside to give you a hand inside anyway. So that's when the foreman has got to - he's got to pitch in and - you know - help unblock chutes or get conveyors right, clean rollers on conveyors.

15 Do you ever go periods without your breaks ?... Not any more, no. I used to but I won't now. I refuse.

When you're in there with someone else, how do you manage to train somebody as well as run the plant ?... Very difficult. You can - the main of it's done on night shift.

20 The main of the training ?... To be honest, yes. At the moment the bloke that I'm training, I just let him take control of the raw mills - the raw mill and the two cement mills on day shift and I just watch the kiln. And then on night shift I'm letting him - sort of - take control of the lot when everything is quiet.

Do you have to get involved as a central control room operator with the gamma metrics ?... Yes.

25 What does that involve ?... Basically the gamma metrics on the raw mill not working. It hasn't worked effectively from the day it was put in. We have got a computer with readouts which the quarry, they're crushing, they ring us and ask what the test is. And we tell them; they make the changes. But basically that's the only one that is operable at the moment.

30 You control the feed in from the quarry ?... No.

That's the only thing you don't control ?... That's the only thing they control.

How have you found the last year as an operator, operating on your own ?... Very strenuous. Very strenuous.

35 Do those alarm bells ring in your mind when you go home ?... Yes, my word they do. They're ringing all the time. Some days I could smash the screens to pieces.

I was just curious because they played on my mind when I was there and I sat there for two hours and all I could hear was the alarm bells going through ?... Right, and you were only there two hours.

40 How many alarms would you have go off a day, roughly ?... I've got no idea. Endless. No idea.

When an alarm goes off, what's your job to do? Do you actually fix that or do you get someone to fix it ?... No, we go to the alarm, have a look and then we go alarm

on the cement mill. We go to the cement mill and have a look and see what's cut out and then we call up the process attendant to go and have a look at that particular item to see what the problem is.

5 Can you adjust temperature alarms from the central control?... We can adjust set points. We have guidelines to go to. temperature on something and if it goes high well we've got to do something to get it back. If it goes low we've got to get someone to go and have a look and see what the problem is.

So you adjust feed rates or the like, do you?... On the kiln, yes, adjust feed rates

10 And are they within parameters, or do you just have to know that?... Oh, basically I know that. I mean, there is parameters there, but if they go outside the range, well, you know in your own mind there is something wrong, so you got to get someone to check it out or make changes pretty quick.

15 Right. What about in the mills, is there any problems in the mills that you fix by set points or do you have to know all that as well?... Oh, well, once again there are guidelines there, but, you know, like, if you start the raw mill up and you get vibrations, you know, it is just experience. You just drop the airflow back on the mill, or you drop the classifier speed back, you just, you know, it is just experience, I suppose.

20 You just know -?... When the new blokes go in there if you didn't sort of show him them things he wouldn't have a bloody clue. You'd have the place off more than it was on.

Right. Now, what sort of production are we up to now? Do you know what the output is?... Well, we are around about 215 tonne a day - an hour, sorry.

25 So, 215 tonne an hour. So if you make a mistake it could impact in a big way if you stop things?... Oh, yes, terribly.

Does that happen often?... It does happen, yes.

30 What, when things break down, or -?... Oh, well, you might, you know, punch in the wrong set point, which has happened to me. I was going up in the one day and I punched in 105 tonne and I get 05, which causes, and we had the plant off for a few hours.

And that all impacts on the production at the end of the day?... Yes.

And it is your job to keep production up as high as possible?... Yes.

35 It that management who told you that?... Oh, no, but we know in our own minds. You go there to do your best every day, so that is what we do. We try and keep production up. If you don't keep production up you are out of a job.

And do you record your tonnages every hour, or what happens there?... No, they are on computer.

So it is automatically recorded?... Yes.

40 So if anything goes wrong the management know about it in terms of tonnages?... Yes.

Do they ever come and talk to you about that?... Oh, yes.

When tonnages are down or if they are up, or what ?... If there is a mistake made they want to know what happened.

5 In terms of manuals, how many manuals would you have to operate the central control? Would you have any idea ?... What do you mean, just manuals for each part of the plant?

Yes?... I don't know. The place is full of them over there.

Do you refer to them much ?... No.

Why not ?... I haven't got time.

10 So, how do you get by ?... By experience on being on the plant. We haven't got time to be running to the manuals to find out - I mean, if the plant is off you could probably go back later on and have a look, but you can't stop and have a look at a manual and try and find the page where, you know, you should have done this and you should have done that. You just haven't got the time.

And you get by pretty well with your experience ?... Yes.

15 Do you think that keeps the production up ?... Yes.

And how do the other operators - how many other operators have you got at your level in the plant ?... Three others.

And what sort of experience have they had ?... Well they have basically had about seven years up to about 11, 12.

20 So they all have fairly extensive experience ?... Yes.

25 And how are the new operators going in terms of the ones that are being trained ?... They are going pretty well. Yes, they have been going along pretty well. It's the blokes that we are training up now who are the third lot of operators for purposes of when we take annual leave they can relieve for lunch and the foremen take their annual leave they can be there for lunch, etc. They're the ones that are probably having the most difficulty learning the plant because they haven't had any experience with mills or kilns, they have just virtually come onto the plant not knowing anything about it.

Right ?... They are the blokes who sort of find it harder than the other chaps.

30 In terms of the crews you have got, you said you had central control and three others, do those other people come and work in central control ?... Only one, if he is available. If he is not on holidays or he's got other work outside, or on holidays for long. On our shift if I'm on holidays the other No. 6 - No. 1 relief operator - he comes in but he can't really have a lunch break because there is no one to relieve him.

35 Right. Does the other 6 and 5 ever go into the central control room to work it ?... Not really, no. At the moment we are training those others to be competent operators in the future.

Why are they training up the rest of the crew ?... Well, I don't know, really. I don't think they will ever get a chance to get in there. A few of them will eventually, but I don't know when.

40 If you have the rest of the crew trained up that will allow you to have breaks and be relieved ?... Yes.

And that doesn't happen at the moment ?... At the moment on my shift I can have a lunch break, yes. But if Steven who is my No. 1 relief if he goes off I can have a lunch break but I have got to more or less sit at the window because the other bloke is coming out and saying, Gary, this has happened that has happened, what do I do.

5 Right. Is there a briefing session at the end of the shift with the next person coming in, or what happens there when you change shifts ?... When we have a change over period, well you have got to go through it and tell them what's happened, what's changed, what changes have been made during the day, or what happened during the night, and how we fixed it or how we didn't fix it. Yes, that can take anything from five
10 to 15 minutes.

Right. Do you think you get paid enough ?... No.

Have you found it harder with only one operator ?... Oh, well, yes, initially, but I mean we are coming to grips with it. We are coming to grips with it, but day shift is just a real I mean, it is never going to change. We are always going to have maintenance.
15 But, you know, I mean there are days when you have good days and there are days when you have bad days - real bad days. Like, yesterday we had the raw mill off about six or seven times during the day. It was just one of those days. Just nothing went right. The kiln went right, but everything else, you know, just broke down.

Does that all come back to you, does it ?... Well, not really. You know, we were having chute blockages and feeder problems. That was the outside guys that know how to get up there and fix that, or the electrical people, fitters.

So when you have a problem like that you've got to turn everything on and coordinate everything do you - turn everything on and off ?... Yes.

Would you say that the central control room was just a monitoring role ?... Oh, no, definitely not. We have got to, you know, I mean, everybody that's working outside that want to do something convey through us. They come to us, we have got to explain to them if they can have some part of the plant or if they can't have some part of the plant. You know, everybody virtually deals through us.

So there is a fair degree of responsibility attached with the job ?... There is, yes.

30 And there is some discretion as well in terms of fixing things that go wrong, or monitoring things ?... Yes. Like, yesterday was coal plant maintenance day. The maintenance people came to see us yesterday morning at 7.45 and we just said, no, you can't have it. It was just that we had trouble with coal mill all night. We just can't afford to let you have the plant off today. So, you know, we have got to make those
35 sorts of decisions.

And that is all to keep the production going ?... Yes.

All right. I have no further questions at this point in time.

COMMISSIONER GOZZI: Yes. Thank you, Mr Cooper. Mr Targett?

40 MR TARGETT: Thanks, commissioner. I want to go back over quite a number of points that you have raised. Not necessarily in the same order that you raised them, but the first thing I want to go back to is a comment that you made towards the very end of your evidence, and I am paraphrasing your comments, so I will accept a bit of latitude there. And basically you said it was harder with - it used to be harder - with one, or since you went to one operator, but now you are coming to grips with it. Do
45 you remember saying that ?... Yes.

Is it fair to say that when first you went to one operator - one central control room operator, you were still learning the job ?... No.

5 Why is it now then easier than it was then ?... Well, because it was basically - I mean, they had been commissioning the plant for a long, long time and things just weren't right.

So the problems were with the actual commissioning of the plant ?... A lot of them, yes.

As opposed to your ability to handle the job on your own ?... Yes.

10 So if the plant when originally commissioned had on day one operated at 100 per cent efficiency it would be an easy job to handle on your own ?... No.

Why ?... We didn't have anything better then. We had a new raw mill and a new coal mill. How are we going to -

So after you had learnt the new equipment and was familiar with the new operations of the new equipment, you could handle it on your own ?... Not really, no.

15 Well, isn't that contradictory to what you said to me five minutes ago ?... No, we couldn't have any holidays, I said before. The reason why we went to one man was because so we could get some holidays. The manning levels had just dropped off that much.

20 So you don't need two people to operate the plant, you need additional people so you can get leave and holidays, is that right ?... At the moment, yes.

Yes. So it isn't a two - ?... We can operate with a one man operation now.

So it isn't a problem with operating with one person ?... No, I can do that.

25 Very good. Let's go back to your experience which you have already spoken about, which is obviously very extensive. The operation of the kiln now compared to what it was prior to the commissioning of the new plant, is there much difference ?... Not really, no. Only in output.

30 Right. So the actual experience that you have gained in operating the kiln prior to the commissioning of the new plant was directly translated to operating the kiln after the commissioning of the new plant ?... Basically, yes. We only had a new coal mill and a new to 10,000 tonne feed system.

Your experience at the plant was quite wide. It wasn't just the kilns you have already mentioned. There are other areas of the plant that you used to operate ?... Yes.

35 After the commissioning of the new plant was the experience you'd gained in those other areas useful to you in operating the plant after the commissioning ?... Only No. 4 cement mill, because No. raw mill doesn't run any more. There is a new raw mill and a new cement mill.

How much difference is there between the new raw mill and the old raw mill - in operation - in operating it, should I say, for you ?... Well, there is a fair bit of difference.

40 What sort of difference? Could you explain ?... Well, the old mill, that was an old bore mill, which you could only put in so much feed. We had to walk down alongside of the

mill every now and then and listen to see if it was full or whether it was empty. So, you know, the new mill, as I say, it's run from central control and the computer.

So it is easier to operate from that point of view ?... Not really, no.

Why is it more difficult ?... Well, if you had been there yesterday, you would have seen.

5 Well, I wasn't there yesterday, so if you could explain ?... No, I know, but if you had been; it stopped about six or seven times with vibration, chutes blocking up. I mean, if you had a chute blocked up on the old raw mill she could trundle along for six hours. But this one, she goes out on vibration. The temperature goes out and cuts out. That means you have got to change all your draught for the kiln. It is just different.

10 So, okay. As far as the difficulty is concerned, and I accept it is difficult as far as difficulty is concerned in operation. Where are the areas that are more difficult? I accept it won't operate for as long when a problem exists or when chutes block up, but that doesn't necessarily make the operation more difficult. It means you may have to do things more often. But where is the difference in difficulty ?... I suppose there is a
15 lot of extra difficulty in running the mill.

No, I am relying on your experience here. That's why I am asking the question ?... There is not a great deal of difficulty in running it. Once it is up and running it is pretty good as long as you have no problems. It's when the problems start which you didn't have before when you were learning. You wasn't over at that part of the plant
20 before.

But you were - if I remember correctly - you did at one stage operate the raw mill ?... I did at one stage operate it, yes.

Yes ?... That was a one man operation on that part of the plant.

25 Sure. But your experience there was relevant in understanding the raw mill and what goes on, even though the new one is a different operation ?... Yes. But totally different.

Yes ?... That's learning a whole new process. I mean, that -

So your experience in the raw mill prior to the commissioning of the new plant was of no use to you ?... The raw mill, no. No use at all.

So any experience you gained in operating that was of no value ?... No.

30 Okay. So, previous experience at Goliath doesn't- or all of the previous experience at Goliath - is not necessarily useful then ?... Oh, yes.

It is ?... Of course it is.

35 But you did say that the experience in relation to the operation of the raw mill wasn't useful ?... Not the new one, no. But we've still got an old raw mill there they are eventually going to start up and run, so you have got to have knowledge about that, haven't you, or not?

Well, I am asking you, based on your experience, what is required, and you said that it wasn't, but now you are saying it was. It is now useful, is it ?... Yes.

It is.

40 COMMISSIONER GOZZI: I think it is important to follow the line of questioning through. I think I am aware of what Mr Targett is driving at. Now, in your evidence you

5 did make the point that having previous plant experience was important and would allow you to be a better control room operator, right? Now in his cross-examination he established from you that previous raw mill experience wasn't necessary in doing your job in central control room. Now you were equivocating on that backwards and forwards. I think you need to follow and answer the questions that he is putting to you because if you don't do that it makes my job a lot more difficult at the end of the day because you are changing in between the two issues, and I really would urge you to listen to the questions and, you know, consider carefully what you want to say. It doesn't help me if you say one thing one minute and another thing the next minute in cross-examination. I mean, the purpose of cross-examination simply is for Mr Targett to have the ability to follow through on points raised by Mr Cooper through you and to crystallise points that need to be crystallised. So you need to be a bit careful of how you handle the answer to the questions, if I can put that to you. I mean, I am up in the air now, quite frankly, whether or not the experience in the raw mill is necessary or is desirable or not. Your first answer was, 'No, it wasn't', and you are now recanting on that. So ?... Well, it is difficult to explain. That is what I am trying to get at.

10 Well, I know it is difficult - ?... I mean, that experience with the old raw mill - and that part of the plant is no longer in use - but the new raw mill is totally different. Because I have run the old raw mill and you know the damper structures and where the gas flow has got to go. I mean, that's part of this new plant. I mean, the dampers don't change. You still have got to have the gas flow to go from the ... to the raw mill, but I'm just not getting through to you.

MR TARGETT: No. I think what - ?... You don't know because you haven't been there.

25 I think what you have just said actually answers my question extremely clearly, and that is that in operating the raw mill previously in the overall job that you did operating the raw mill there is in fact value in that experience ?... It is as far as dampers and gas flow goes.

I accept that. That is good ?... Right.

30 I don't have a problem with that at all. So I accept that the experience you had in operating the raw mill in totality is useful to you, is very useful to you in operating the plant now, because of the associated areas -?... It is.

Cement mills: did you have any involvement with cement mills prior to the commissioning of the new plant ?... Yes, I ran them the cement mill.

35 Okay. Perhaps if I could ask you the same question in relating to the cement mill as we discussed in relation to the raw mill. Your operation of the cement mill prior to the commissioning of the new plant, okay, and your operation in totality, all the associated areas with it, that experience, was that useful to you in your current job ?... Yes.

40 Yes. Okay. When the new plant was commissioned, and as you said earlier you had to go through a learning process to learn the new plant and new equipment, what in that learning process would have been the biggest change for you, the biggest thing for you to learn, you as an individual ?... I suppose the computers would be the biggest thing.

That was the thing that you found the most difficult to come to terms with ?... Initially, yes. I had a bit of trouble with the raw mill first up -

45 Right. Okay ?... But basically I suppose the computers, yes.

How long did it take you to become familiar with the operation of computers ?... A fair while. I think six or eight months, I suppose.

I see ?... You know, to be reasonably confident with what I was doing.

Sure. Confident or competent ?... Well, a bit of both, I suppose.

5 Yes ?... I know the bloke there is straining at the moment. I mean, when he goes to an overview page, you know, you have got each different area of the plant on an overview page. If I go to an overview page I know No. 5 cement mill is there, the coal plant is there, and I mean to say he has been there about four months and he goes to an overview page and he is still running his mouse around trying to find out -

So it's becoming familiar with where everything is ?... Yes.

10 Okay. Now, just to make sure I have got this right. You didn't operate computers or have anything to do with computers prior to the commissioning of the new plant ?... No.

So you have gone from having no involvement with computers to now operating the computers competently, I assume, and that took you six to eight months ?... Yes.

15 You said you had some difficulties coming to terms, or learning, the raw mill - the new raw mill ?... Yes.

20 How long would that have taken you to come to grips with it ?... Well, when we first went in there on our shift - there was two of us in the control room - and I basically looked after the cement mills and the kiln and the other chap in there when they were commissioning the raw mill he took control of the raw mill and he learned how to run that and I just sort of picked a few things up from him and that was it.

So you didn't sort of have - at the beginning you didn't have a dedicated learning experience on the raw mill because you were operating other areas, and so is that the reason it took you longer to come to grips with it, do you think, or there was some other problem ?... No, that was probably the reason.

25 Yes. That's fine. I can understand that. Okay. With learning the computer system, it took you six to eight months, bearing in mind that you had had no previous experience, and I have got to be honest and say I wouldn't have thought that was anything to shy away from because I know that's a pretty short time frame without previous experience. What sort of things did you find the most difficult to learn? Was it
30 layouts, as you were explaining about the person who is currently learning, where things are, or other matters ?... Well, it is probably coming to grips, I suppose, when an alarm came out on the screen and you had to sort of, you know, know where to go, because on each overview you come to an area graphic, of one sort of part of the plant, and you have got to go to another part to, you know, like if you are on the cement mill
35 you have got a feed system, a classifier system and you have

Yes ?... And you have to know exactly, you know, the part.

40 Sure ?... At the moment an alarm will come up at, say, No. 4 cement mill, an alarm on the precipitator, so you can go straight to there and straight to that group graphic and you can come to it straight away, whereas before you was, you know, where am I going to go here, which one.

Find your way through the graphics ?... Yes.

45 Is it fair to say that now with the time that you have been doing the work that you are currently doing in the central control room, that when an alarm goes off you look at the screen and almost by reflex - because of your familiarity with the process - almost by reflex you can go straight to it ?... Yes.

And would that apply to most of all of the operation of the plant?... Yes - depending on how busy you are.

Sure. But because you have become familiar with it and based on your previous experience, it is very easy for you to go to it straight away?... Yes.

5 Now that you know your way around the computer graphics?... Yes. But, as I say, it depends on how busy you are. I mean, if you get a fault on the kiln and you get one on the gamma metrics, well you say, stuff the gamma metrics, the kiln is more important, that will have to wait.

10 And you know that by experience you are better off to leave the gamma metrics than the kiln?... Yes.

15 Sure. And you'd know that from your experience of operating the kiln for 14 years?... Yes, that is right. I mean, at the moment the bloke that I am training he is not real - I mean, he is learning, but he wouldn't know if an alarm came up at the cement mill he's probably more prone to go to that and concentrate on that, whereas he has probably got a screw up in the coal plant and losing coal, you know.

Which affects the kiln?... Yes, which affects the kiln.

Yes. So you know from experience, kiln No. 1, everything else No. 2?... Yes.

20 Okay. Good. You mentioned on numerous occasions through your evidence-in-chief that, or you continually referred to 'guidelines'. Can we just explore that avenue for a moment. And I think you also mentioned the term 'set points'. Can I ask you for a broader explanation of the set points and the guidelines that you were talking about?... Well, the guidelines are there. Like at the moment the top feed on the kiln is 210 tonnes - 205 tonnes, sorry - so we don't go over 205 tonnes, but if the kiln cools down or, you know, we lose the raw mill and the raw mill is out for another 10 hours, we
25 have got to come back.

Yes. Okay. Now that's a written guideline?... It's a written - well, at the moment, yes.

Yes. So occasionally that changes?... That changes, yes.

So you would receive a new instruction as to what it should or shouldn't be?... Yes.

30 There would be other guidelines, not just the one you've mentioned now?... Yes., for all parts of the plant.

Right. And they may vary from time to time?... They vary from time to time, yes.

And you would receive a new instruction as to what the new parameter or new set point is?... Yes.

35 And you receive that - you look at that - you then know whatever the new set point is and then you operate, based on your experience, around that set point. Is that correct?... That's right.

Is it correct to say that all of the set points are contained within the guidelines somewhere?... If you mean do we operate to the guidelines?

No - would they - would the set points be contained within the guidelines?... Yes.

40 Okay. Do the guidelines have, for example, a - an amount of latitude -?... Yes.

- that you should operate within ?... Most of them - yes.

Sorry ?... On chemistry.

Yes, okay. So for example, it might give you a set point and a quantity that you can vary either side of that set point ?... Mm.

- 5 And based on your experience you then manoeuvre the operation of the plant or the particular piece of equipment to stay within those parameters ?... Yes.

The experience that you've gained over the last 22 years, for example, on the kiln would enable you by reflex to know what to do to stay within the parameters if there is a variation on the temperature, for example ?... Yes.

- 10 So if the temperature starts to drop on the kiln you don't have to look up the guidelines - ?... No.

- because you've been doing it for so long - ?... No, that's right.

- you know what to do - is that correct ?... That's correct.

- 15 Okay. Based on your experience now with the raw mill, for example, if there is a problem with the raw mill you would now by experience just be able to make the adjustments necessary ?... Yes, yes - I suppose that's fair comment.

Would the same apply to the cement mill ?... Yes.

So it's fair to say that the guidelines are there in writing. If they change, you note the change - ?... Mm.

- 20 - and your experience enables you to operate within the parameters laid down ?... Yes, that's right.

A person who has been - let's say the new person that you are training - is it correct to say that person would not by experience be able to operate without checking guidelines - or check with you ?... Check with me.

- 25 Okay ?... Yes

Which is based on what you're telling us that's as good as checking the guidelines anyway isn't it ?... Yes.

So an inexperienced person would have to check either by checking with you - the central control room operator - ?... Yes.

- 30 Or, if you weren't there, by checking the guidelines - is that correct ?... Yes.

Okay. They're all contained within the central control room obviously ?... They are, yes.

Yes. Okay. If you had to estimate how many guidelines there were, how many do you think there would be ?... I've no idea.

- 35 Would it be fair to say there would be more than 100 ?... Yes.

Okay. But it is correct to say there would be guidelines for every part of the operation ?... Every part of the plant - yes.

Yes, okay. They're all contained within the central control room so that if necessary they can be looked up, but you don't need to ?... No. Oh well - no, that's not entirely correct. I mean like yesterday we had to change the roll pressure on the raw mill.

5 Yes ?... And we had - we dropped back to 68 and when we started back up, the bloke that I'm training he changed that and he put it back up to 84.

Yes ?... And Des come in later on and said what's the roll pressure doing up at 84. And Paul said, oh that's what it was on before. But I said it wasn't on 84 - it was on 74.

10 Okay, so even in your case there may be occasions - and they'd be probably the exception not the rule that even you would look up the guidelines ?... Yes. - most certainly.

But they'd be the exception because of your experience in the operation of the plant ?... No, not really. I mean if one of the computers are downloaded -

Yes ?... - and everything sort of, you know, goes back to what it originally was first commissioned -

15 Yes ?... - and I mean things have changed -

Right ?... - as the plant's run more efficiently -

So then you'd go back to your guidelines ?... Yes.

Yes. Good.

20 COMMISSIONER GOZZI: Can I just clarify when you say the computer is downloaded, you mean when it goes off line, when there's an electrical fault or something like that or - ?... Well, yes, it goes when they download them - a module will go off -.... rebooted and back on line and then you've got to check your guidelines to see what -

Right ?... - the classified setting was on

25 Yes, I'd - so downloading - when you use the word downloading, you're talking about something that happens - ?... Something out of the ordinary.

- something out of the ordinary which makes the system go down and then to bring it back up you check your guidelines to make sure everything comes back in at the current set points ?... Yes.

30 Yes, okay. Thank you.

MR TARGETT: Okay. If I can move on to another area that you were questioned on earlier and I only intend to address this briefly. You did say prior to the commissioning of a new plant there was seven on each shift - is that correct ?...

35 And after commissioning and the change in central control room operator numbers there are now four on each shift ?... Yes.

Is it fair to say that the reason for the reduction in numbers is because of the new plant and equipment and the operation of the new plant as opposed to the way the old plant operated ?... Yes.

So the reduction in numbers was brought around by investing in the new plant and the computers and everything that the company did, so that's why the numbers went down?... Yes.

5 Thank you. Moving on to another point, you did say - and I want to check this with you to make sure I've got it right - that a rough estimate of time to train a central control room operator would be around six months. Is that correct?... Yes.

That is assuming that the person has a knowledge of the operation of the plant - is -?... Yes.

10 I believe you also stated that it would take two to three years to understand the plant?... Outside?

Yes. Yes, outside?... Yes.

Okay. If a person in what is - appointed to the position as what is now a grade 5 production employee - do you know what a grade 5 production -?... Yes I do.

15 Yes - okay - a grade 5 production employee - would that person need, in your opinion to have previous experience of the plant before being put into grade 5?... Probably not, no.

So they could learn the plant and its operations whilst doing the grade 5 job?... Learning outside?

Yes?... Yes.

20 Okay?... We have a chap on our shift who has been with us since November and he started - like he was from outside.

Right?... And he still struggles with different parts of the plant - different conveyors - like, you know, if a conveyor goes out we ring him up and say number 11 conveyor is out oh shit, where's that?

25 Yes, right. So that person on your shift - that grade 5 employee - is put in there as a training position - our could - he was put in there to learn the plant and the operation of the plant?... Yes.

Presumably - sorry -

30 COMMISSIONER GOZZI: Yes, sorry, carry on. I'm just wondering about the grade 5 - what you've just put to Mr Hampton and what Mr Hampton has said, that the plant experience at grade 5. Now the grade 5 according to the description - the indicative tasks of the grade 5 is a relief process attendant - a Tamrock drill operator, operator/loader of 150kw - kilowatt, I suppose - operates a truck - 30 tonnes and over
35 load capacity - operates a tractor - and it seems to me looking at the grade 6 that that's more the area where you're applying techniques - quality control techniques - where you are inspecting products and materials for conformity with established operational standards - maintains quality of the product - adjusts production machinery - and performs a range of engineering functions.

40 Now in the context of the respective descriptions between a grade 5 and a grade 6, I guess the question I have if I understood the line of what you're saying, Mr Targett, do you hold to the view, Mr Hampton, a grade 5, that training would - that two to three years' training would provide the background to allow that person to be trained in the central control room in that period of around about six months?... Yes.

5 You do?... He'd have a better understanding of the plant outside. The bloke that I'm training at the moment has been there for quite a few years with a very knowledgeable understanding of the outside part of the plant. So - and a number five - if he's not sure on a conveyor or something that's broken down the bloke that I'm training up can tell him exactly where to go.

Yes?... Just, you know, off the top of his head - he doesn't have to look at the screen and say here and there.

10 Right. Well that's fine. It just seemed to me that looking at the indicative tasks there that the grade 5 is more compartmentalised into specific tasks whereas the grade 6 appears to, in terms of indicative tasks, operate across a broader spectrum of activity - quality control and a more widely applied plant range of activities than perhaps the grade 5. But if you are saying to me that the grade 5 with the benefit of say two to three years' experience at that level could then learn the job inside that six month period or around that period, well that's - I am prepared to accept that.

15 Mr Targett?

MR TARGETT: Thank you. You mentioned on a number of occasions, once again through your evidence-in-chief that it gets extremely busy - and I think you used the word 'busy' - as an example on day shift when maintenance are there and they're wanting to access a particular part of the plant and someone else wants something else - is that correct?... That's correct.

And it is that busyness, I assume, that creates the pressure that you were talking about?... Yes.

25 The actual work that you are doing, of checking the operation of the plant via the computer screens, making adjustments that are necessary, that work you've already stated both in evidence-in-chief and in cross-examination that you handled very competently - you're very good at your job - so the difficulty that you experience is those external pressures of people ringing up requiring things from you and the alarms that are going off requiring you to take a specific action - once again under that term 'busy'?... Yes, well if there's an alarm going off means that there is some part of the plant not functioning correctly.

Yes?... Which, you know, may be two or three parts of the plant at once, on occasions.

Yes. Yes. Okay. Can I just throw I guess what the company would like to be an optimum position - probably unrealistic - you may go for four hours without one alarm ringing?... No.

35 As I say, it's probably what the company would like to be the optimum position although -?... Exactly.

- it's probably unrealistic - if that happened and you didn't have an alarm for four hours or three or whatever period, the degree of busyness drops off obviously?... Yes.

Okay. So you are continually having to respond to the alarms?... Yes, that's correct.

40 Is it fair to say that that continual responding to alarms is the majority of your work?... Well if there's an alarm come up you've got to take action -

Yes. - in a certain part of the plant. You've got to try and fix it or get someone outside to fix it.

Yes. And as you've already stated, that's happening all the time?... That's happening - yes - all the time.

5 So your - the - the majority of your work from what you're saying would be responding to an alarm which would require you - an alarm goes off - you look where it is - what it is and take some sort of action - either an adjustment or get someone to go and do something?... That's right - yes.

So that's the majority of your work from what you're saying?... Yes, and monitoring the kiln.

10 For the same reason, if something happens or there is a variation in the operation of the kiln, you have to respond?... Yes.

Okay. So I will put, for the sake of this examination, the monitoring of the kiln and the responding to alarms, under the same heading. Okay?... .Mm.

15 So the majority of your work is that responding when taking either action by altering a setting on the - by the computer or telling someone to go and take some sort of action out on the plant - outside. Is that correct?... Yes.

The move to 12 hour shifts you said have significantly improved things for you?... Yes.

20 Why?... Well I'm only there four days now and then I'm off for four days. Before I was on for seven and off for one, back onto seven and off for two, and - you know - it's just continual. You go in there for one day now and you know you're going to be off for the next one.

So it's a matter of getting the break, is it?... The break, that's right.

Not having to look at computer screens -?... That's right.

- and hear alarm bells for a couple of days?... Yes.

25 Okay. So once again we get back to this question of busyness creating the pressure that we're talking about. You mentioned the shift foreman. In the hierarchical structure of Goliath are you responsible to the shift foreman?... Yes.

You also mentioned at one stage that you don't cope too well with the pressure. I'm sure you didn't mean it quite the way it came out, out of fairness to you?... .I probably did, yes.

30 You do. In what way don't you cope with the pressure?... Well I did state that some days are bad -

Yes?... - and they're bad, some days.

Right?... And it just gets to you. I mean, when you're there for probably eight or 10 hours and there's just something that's going wrong - it doesn't happen every day.

35 No, I understand?... But on occasions it does happen and it just drives me right up the wall.

Like that feeling of total exasperation?... Yes. just get up and kick the screens to pieces.

40 I'm sure we all feel like that on occasions. I can think of numerous times myself. How often would mistakes occur, as opposed to breakdowns and problems with the plant?

But when you actually make a mistake yourself. You've already said that you made one in the last week, or just recently. Does that happen very often?... No. Hopefully not, anyway.

5 Okay. And the mistake that you stated earlier was where you'd actually put a wrong figure into the computer, as I recall. Is that correct?... Well, I don't think I did put the wrong figure in, but that's what it came up. Because - well each and every one of us have had trouble with one particular computer dropping a 1.

10 Right?... And it was on this computer that I punched in 105 and - I put in 105 and just sort of sat back in the chair and the next minute the temperature started to rise and alarm came up

You're not sure whether it was your error or whether it was an equipment error?... No.

That's fine. So the number of times that the human error - an error by yourself occurs, is fairly low?... Yes, fairly low.

15 And that, I assume, is based on your very extensive experience of the plant. So obviously even though you get very exasperated, the pressure that you're under isn't causing you to make mistakes?... No.

I don't have any further questions, commissioner.

COMMISSIONER GOZZI: Yes, thank you, Mr Targett. Mr Cooper?

20 MR COOPER: Mr Hampton, Mr Targett - basically what I do now is just go through the questions Mr Targett asked you and clarify them. I don't ask you any new ones. Mr Targett asked you about the guidelines - he was talking about the guidelines and how many of them there were. And basically you said you don't really have to refer to them all that often. But you also commented that you haven't really got time to go to guidelines. What did you mean by that?... Well if you're starting up on the kiln,
25 basically the only guideline that we go to when I'm starting up on the kiln is to go to the cooler grate, which on each feed - as we go up on the feed, we probably go from 80 tonne to 120, we've got certain parameters we've got to run to, different fan settings which enable us to burn the kiln better. If we go to those and then put them in as we go up on the feed. And if you forget about them, well you won't get enough feed to mill
30 coal and stuff everything up. So they're the ones we mainly go to.

35 So when an alarm goes off, how long have you got to fix it?... Well there's three causes of alarms, there's a low priority, a medium priority and a high priority. If you get a high priority alarm, well that's - you know - you've got to get that fixed straightaway. A medium one you've got a few minutes to sort of - you know - see what it is. Get someone to check it out or take action yourself. If you get a temperature rise in the pre-heater you've got to come up immediately. With a low priority alarm you just monitor that and see whether it's going to keep rising. If it does keep rising you've got to take coal off and if it gets - you know - to a high priority you cut your coal off or you've got to really take action.

40 Right, so the high priority alarm, that's what you meant when you said you haven't really got time to go to the guidelines - and a high priority alarm, how long would your response time be before something is shut off?... A high priority?

Yes?... Thirty seconds.

But if you didn't deal with that -?... If it's a genuine real blockage or - you know.

So if you don't deal with that within the thirty seconds, what happens, if it's a blockage alarm?... .. plant off.

It turns the plant off?... Yes.

5 So what does that mean? It turns all the feed off into the kiln, does it?... Well we have to shut it down, yes.

Right. So it's fairly significant then if you don't deal with a high priority alarm?... A high priority alarm you've got to deal with straightaway.

10 So if you had thirty seconds and you didn't know what the set points were or the guidelines were, by the time you got up to get the guidelines would it be too late?... Yes.

Okay. Mr Targett asked you on day shift about this busyness that creates pressure, and you answered him: Yes. And then he said if the alarms didn't go off you wouldn't be as busy. Is that a reality, that the alarms won't go off?... Well I've never been there yet and been through a period of more than five minutes without the alarm going off.

15 An alarm of some sort?... Some sort.

And so there's a fair way to go before that four hour period comes in then?... I mean, there's been a significant decline in the alarms since the plant went in, but they're still coming up quite regularly. I don't think I'll see the four hours somehow.

20 Mr Targett then asked you a couple of questions about mistakes. Now you responded about human error, in terms of human error mistakes was fairly low. So what does that mean in real terms? Fairly low?... Well that means that we try not to make mistakes because we know the outcome of - if you make a mistake you've got the plant off. If you've got the plant off there's no production.

So you're fairly careful in not to make mistakes?... Yes.

25 All right?... The occasional mistake will happen but you try to avoid it.

Yes, no worries at all. Mr Targett asked you about the No. 5 person. At the moment, No. 5's, do they go into the control room at all?... No.

They don't work in there at all?... No.

Are they obliged to train up in there?... I suppose they will be. I don't know what

30 But at the moment they're not?... Not, no.

So definitely just outside people?... Yes.

Now what about the No 6's?... The four No 6's are trained up and there is the other four 6's - at the moment there's two being trained and I think the other two have already been trained.

35 Okay. All right, that concludes my questions.

COMMISSIONER GOZZI: Yes, thank you, Mr Cooper. Mr Hampton, just a couple of small points. I just want to go back to this learning period. You said that the most difficulty you had was coming to grips with the computers and it took about six to eight months for you to become competent and confident in handling that. Now

somebody with plant experience you feel would be in the same category of about 6 to 8 months?... Yes.

The current person in the central control room I don't think has got plant experience. I think he was recruited from outside, wasn't he?... Yes.

- 5 And how long do you think it will take him?... My honest opinion, about Christmas time.

This Christmas, so that's still - so he's been there, what - how long has he been there?... He's been there now about three months.

So about nine months?... Yes.

- 10 Yes, all up about nine months?... Depending on the individual, of course.

Yes. And then overall competency after that nine months, how do you think that person will rate compared to somebody who has had that previous experience - outside plant experience?... Well I think he'll be all right, but once again it'll come down to - you know - his knowledge and I really think that he'll need someone to be on close standby for quite some time.

What, after that period?... After that period, yes. Because I know with my own experience, when I was first put by myself, just the knowledge running about there that I could call on at a minute's notice, it was pretty good.

- 20 Okay. And just one other point of clarification. The kiln set point, that the top feed in the kiln is 205 tonnes?... At the minute, yes.

At the minute. Now how does that relate to the 215 tonnes per hour production?... Well the top feed -

Well is there a relationship between the feed -?... There is a relationship because we - the amount of raw meal that we've got depends on how much we can burn. At the moment we've got a limited supply of raw meal because we've had trouble with the raw mill over the last week.

Right?... So our meal stocks are down so we cut the kiln back in feed to accommodate that until we get up to a certain figure, 7000 tonne, then we take the feed back up again.

- 30 So the tonnes per hour production is regulated by the feed, is it?... Yes.

Right. And so 205 tonnes - what is that measure? Is it a measure of per hour or per -?... Per hour.

Per hour?... Yes, that's raw material going into

Right, so 205 tonnes feed is really a production figure, is it?... Yes.

- 35 Right. And that's what you're currently running at?... That's what we're currently running at, yes.

Right, okay. And would 215 be towards the top end?... Well we've been trying to get 220, but 215 is - yes, a common figure.

Right, thanks very much. Do you want to follow anything up on that?

MR COOPER: No, commissioner.

COMMISSIONER GOZZI: Mr Targett?

MR TARGETT: No, thank you.

5 COMMISSIONER GOZZI: Right. Mr Hampton, you can step down. Thank you very much for your evidence.

WITNESS WITHDRAWN COMMISSIONER GOZZI: We will just take a five minute break and then resume with the other witness. Thank you.

SHORT ADJOURNMENT

10 COMMISSIONER GOZZI: I am sorry, it took a bit longer than what I thought on the telephone. Mr Cooper?

MR COOPER: Sir, we would like to call Mr Parry now.

COMMISSIONER GOZZI: Thank you.

IAN PARRY, sworn:

COMMISSIONER GOZZI: Mr Cooper?

15 MR COOPER: Mr Parry, could you please tell the commission what your current job is?... Production Assistant, Goliath Cement.

What level is that in the award?... It is now level 6.

How long have you been an employee of Goliath?... I am in my eighth year this August.

20 And what have you done during your eight years at Goliath?... I started working with Goliath as an apprentice carpenter. I completed my apprenticeship there and I was kept on for a further year. Then I was transferred to the production side of the plant operations.

And how long have you been in production for then?... I am in my third year.

25 Third year in production. Do you work in the central control room at all?... I do.

How familiar are you with the central control room?... Very.

How long has it taken you to get to know that?... I don't think you could say that you finish being familiar with central control room. It changes too much for you to be able to say that I have finished.

30 So, could you run central control room?... Competently?

Yes - on your own?... Yes.

Right. So did you work outside before you went into the central control?... Yes, I did.

35 And what sort of jobs did you do?... I came up to the production room during the restructure of the shift section, so I virtually had to start from the bottom and work my way through. So a lot of that time was in training. So basically, to catch up all the way through the last three years.

So you would have transferred across on or about the completion of the commissioning of the upgrade ?... I was there for maybe five months before they shut the plant down.

The old plant ?... Yes.

5 Okay, so most of your production life has been in the new plant ?... That's correct.

Right. How much time would a level 6 spend in central control ?... That's difficult to say also, as it depends. During the upgrade a lot of us delayed holidays so the training could be taken. We are now in a situation where holidays are being taken depending on each shift as to who has got holidays owing and how much. It varies from shift to shift. Speaking for myself, I have spent probably as much time as any in central control because my foreman and my level 7 have taken a reasonable amount of time off on annual leave.

So how much time would you have spent in there ?... At a rough guess, probably for a total of eight months, maybe.

15 On your own as an operator ?... No, not by myself, no. That has only come into being from 17th of last August. Probably two to two and a half, maybe a little longer.

When you are in there in the central control on your own do you have the same responsibilities as the level 7's ?... Yes, I do.

20 When you relieve, do you have the same responsibilities? When you relieve for lunch breaks, and the like ?... Yes, I do. When you are running the, you assume the same responsibilities.

25 What circumstances require you to go in there, say like, on a normal shift when the 7 is on the shift as well? Do you ever get called in there ?... Well, basically if the 7 is having trouble and requires help, I guess it is the foreman's call because he is having trouble, we are having trouble and it is just a case of what goes first. There has been certain circumstances where it hasn't been so urgent. For instance, last week a part of the plant - the raw mill was causing problems. We had sufficient manpower outside so at the foreman's discretion I went in to assist with the start of the raw mill under difficult circumstances.

30 Right. And that left the other fellow. What's the other fellow do while you are doing that ?... He was concentrating on the rest of the

So, at the point of time when you were having troubles, it was just too much for one, was it ?... At that particular time it was deemed so, yes.

35 Are you familiar with any other plants, cement mill plants in Australia ?... You are probably aware that we have had various experts from Germany and elsewhere come to visit central control to see our operations, and of course the operators do talk to them, have dialogue with them. We have had contact with Kandos, mainly on the mainland, yes.

Have you been to visit any other plants ?... No, we haven't.

40 And what was your knowledge, then, by speaking to these people of these other plants ?... Well, obviously, without being 100 per cent certain, we are led to believe that we are up there. There were two people at a similar size control room. What they actually do and their responsibilities we are uncertain of. We have a rough idea of their pay structure; we have a rough idea of what their responsibilities are outside and the
45 manning level to that effect.

Do you think central control room operators get paid enough at Goliath ?... No, in my opinion, no.

Is there much responsibility attached to the job of central control room operator ?... Yes, there is.

5 What sort of things would you say make it a responsible job ?... The value of the plant in itself. Like, irresponsible actions in central control can do untold damage. You've got the responsibility of in excess of 200 people who work at the plant. A mistake could cost someone their life, i.e. a process attendant burrowing out the preheater and inappropriate action taken with fan speed could cost that person at least serious
10 burns, maybe even his life. You've got the responsibility of warning people of an impending block There is an alarm that should be sounded if there is a situation in which the operator deems necessary to employ. Production: it is your responsibility to keep production to its highest level and highest standard at all times. You are responsible for the people under you and in some circumstances maintenance,
15 as maintenance come to the central control room to ask if it is okay to isolate and proceed with maintenance procedures and when they can do that.

Right. In terms of production, isn't it you simply have to keep as much going through the kiln all the time, don't you ?... No, that's - well, it is and it isn't. We've got standards of which we have to - we strive to achieve, i.e. a free line which is - we do
20 that three times a shift now. We are aiming for 1%, so if we overburn the kiln we have got too much fuel up so we make the decision for our top feed. We have got to try and take the coal off to get our fuel efficiency right. If we burn too cold, then we have got to take feed out. If a mistake is made by the operator in determining these ratios, well it will cost the company production, because the kiln has been allowed to get too cold,
25 therefore production is not at its maximum and certainly the quality won't be either.

So it is not simply a matter of getting up there and putting as much through the kiln as possible ?... Under certain guidelines.

Right. Is there anything said about your production levels? What are you supposed to get out every hour? Have you any idea ?... Well, that varies. A decision will be made by
30 our supervisors as to what they think the capacity of the kiln is on a certain date. You have got to understand that the kiln changes daily and sometimes even through a shift. When you come up at a start of a shift you have to do certain things with the kiln that at the end of the shift you might not be able to do. Our boss will make a decision as to, for instance, if there is a significant amount of kiln cooling the decision
35 will be made to limit top feed. That could be 220 reduced to 215 or 210 or 208 until further notice. And that then becomes a production aim. If we can't achieve that, well, we can't have a feed through the kiln. We have got to burn until the conditions are there at that temp.

When you say that things change in the kiln, what sort of things change ?... Well, meal chemistry can change, the draught through the kiln can change.
40

Can we just deal with the meal chemistry - that's the product that is coming in ?... That is the product coming into the kiln.

And because that is different in certain quantities that it impacts on what goes for what the kiln is doing ?... Yes.

45 So how do you know if the meal chemistry has changed ?... We do tests on the meal. At present they are conducted every two hours. With the change of the they are conducted roughly every 45 minutes to an hour, from which the results are tabled, changes made by the central control room operator to lift the chemistry to the ratios

So who does the readings on that? Who does the tests ?... The process attendants.

5 That is level 5 or 6 ?... Level 6 - well, not all the time. For instance, say with our holidays, if someone - like, the way everything is now we are all interchangeable. It is basically someone at 6 although a 5 could end up doing the tests. There's not really a straight answer to that one.

10 So, what happens? They go and do the test, and what do they do with the results ?... The results should be plotted and called to the foreman and the foreman will instruct the central control room operator, who by and large makes the decision to change. In the situation of the change of the information is fed into a PC and the ratio changes made from what the program of the PC says.

Right. So some changes are co-ordinated by pre-set ?... A ratio with the change of, yes.

So you monitor that; you monitor the feed in and then you monitor the ?... That's correct.

15 So what else can happen with the kiln that you have to keep an eye on ?... Well, basically I have got limited experience with the kiln, so I can only say what I think can happen. Conditions in the will change and that affects retention time in the preheater. That affects the way the chemistry in the mill is - it affects the way it is burnt. The residue in the coal can change, the actual characteristics of the coal can
20 change, therefore affecting burning zone. I mean, for days the kiln can go with no change, or practically very little adjustment, and you can come on the next shift and you will fight the kiln all shift. It is not something that you can actually say 100 per cent what it is like. You have got to be able to adapt to the conditions.

25 So when you are having a fight with the kiln, then, and if we use your words, how do you do that? Do you go to the foreman and say, I am having a bit of trouble. What do I do?, or who works out what you do ?... Personally, or -

30 Yes. ?... Well, each operator will be different. I guess it would be a little bit of an insult to have to run to the foreman continually because a level 7 is regarded it used to be in the past where the foreman worked up through the ranks to obtain his position. Under the restructuring what has happened here, the foremen have lost touch to a certain degree with how the plant now runs. The capacity through the kiln has greatly improved the characteristics of learning how to change. We have a different - what we call a goose neck - 3 on 2 cyclone, the characteristics through that second are
35 vastly different now to what they previously were. The foreman of course, it basically comes down to experience. He is kept in touch with what's going on, but the majority of time the decision is left to the 7.

So if you are having a battle with the kiln it is the 7 that deals with that ?... Yes.

Are there other things that can impact on the 7's duties in terms of the kiln, like outside factors ?... Like, someone accidentally stopping things and?

40 Yes ?... Yes, a lot of things it could be - power surges, accidental trips, they all affect the kiln. Quite often when a piece of plant won't behave itself when it starts straight up it, it's like everything, the more you stop something that's one less time something will start, and in the process for some unexplained reason it can behave totally different to the way it was previously.

45 So when you start something up a fan mightn't go or a roller mightn't work, or something ?... We've had occasions when the plant has said it is running and it is actually not.

And that shows up on the screen as going?... Yes.

And it doesn't?... This probably will sound a little silly. There is a certain amount of feeling that you have got in the plant and an instinct that tells you when something is not right. What you have got is your first line of, if you like, is your alarms. We have got three priority alarms, low, medium and high. We have got a run signal, a ready signal, an signal, a signal. Without going into the electrical side of it there is also and inputs. Now if something is white, the is running, in the case of, say, a, you'll probably look up and you will see that your draught doesn't look right. Something won't be right. Something will tell you something is wrong somewhere. You'll go to a page, and without wasting too much time, you will probably go to an area page which won't actually tell you any information. It is just a giant - well it fills the whole screen with a picture of the plant. Now a fan will say that it is running, it will be white, so you'll probably say, all right, you'll look for a damper then because if the air flow is not there your damper will say you are 100 per cent over. So the next thing you do is go to your amp section on the fan, the amount of current that fan and if there are no amps, well obviously the fan is not running, or there is a problem somewhere with the fan running and it is not showing that it is pulling amps, or the fan isn't running. and it is saying it is running.

Right. And so even though the little white light, or the light, can be on to demonstrate that it is going, it may not necessarily be?... Absolutely.

Right, and you just work that out because you can see there is something wrong there?... That's right.

How long does it take you to do something like that, to be able to work that out?... It depends on the circumstances. That is reasonably rare that a power surge would be the situation. A power surge stops the plant. It depends in what degree it stops the plant because no two power surges would be the same. Different parts of the plant would stop. There'd be parts running. It's a decision, well, how bad is it. Do I stop the entire plant or you use your judgment as to whether, all right, I can probably get most of it back up and running and we'll deal with that a bit later. So it depends on the circumstances.

Right. In terms of the occ. health and safety, you talked about that and the operators. Do you know as central control room operator where everybody is at any one time on your crew?... You have got a rough idea, obviously. The way with testing is at the moment there is nearly always someone testing as the cement mill and kiln comes through, and if the other person - the other level 6 more than likely - if he's not doing something that you've instructed him to do - he has got a predetermined workload which he should be doing. It is a little difficult to pinpoint exactly where on the plant unless there is radio contact to me.

Right. When you were in there doing the relief work at level 7 are you responsible for directing people?... Yes.

And is that without question?... For an actual proper level 7, probably not as much as, say, myself because with some of the old plant I would have to refer to the shift foreman, whereas someone, say Gary, probably wouldn't have to.

Right. Okay, so if you were in the control room at level 7 and you were out on the plant and the level 7 rang you up as a level 6 and told you to do something, you'd straight away do that?... Yes.

And that would go for the other level 6 and the 5 as well?... I would say so, yes.

In terms of the maintenance, you have mentioned you co-ordinate the maintenance and the maintenance people ring you up or come in and talk to you about problems. What happens there with that ?... Well, we have got a maintenance schedule. At the moment it is pretty well established. On certain days we have certain parts of the plant off. That doesn't mean to say that overnight all will be left instructions that have PF bins full by 7.45. Well, the maintenance will come in and first check with central control if it's okay to isolate that part of the plant or if they can have three hours later a part isolated. For instance, with No. 1 coal mill overnight and achieving the levels of the PF stocks, and maybe depending if its the draco filters maintenance would be done on a draco filter at a time instead of shutting the mill completely off to do the maintenance on the whole mill. They may have to run it at a reduced run rate.

Fine ?... That is something they obviously can't know just through coming in and going straight to the equipment.

You said that you served some couple of years outside ?... Yes.

Was that valuable in gaining experience for operating in central control ?... Yes. You can't really do central control without knowing because with a new plant I can instruct people pretty well in what to do, how to do it, if we've come across the problem before. With the old plant it's a little difficult because we don't have any experience of the old plant and obviously can't do anything with any degree of confidence, therefore, I'll consult the foreman. It would just depend on the circumstances.

You said earlier that you had done an apprenticeship. What was that, as a carpenter, was it ?... It was.

Right. In terms of doing that trade, how would you compare trade skills to central control skills ?... You can't. It's entirely different. I did my apprenticeship with Goliath. I achieved MBA Apprentice of the Year for the state. I was one of the first to go through the associate diploma of building, and roughly to do a trade you are talking in the old terms block release intensive training, maybe 20 weeks to be a competent tradesman. It's true that there is a big difference between theory and practical with the central control room, although there is no school environment you are continually learning and you rely on the people with the experience to best pass to you what they have learnt and the best way to do it. You learn an awful lot yourself. You have got to teach yourself probably to a greater degree to what you ever do under a trade, because obviously there is a person paid specifically to train you when you are in that environment. I've been involved with the training of apprentices. I think it would be fair to say that when you've got an apprentice under you you probably focus more on training that person. There is a certain latitude given to instruct a first year in proper safety procedures on the job training. That's comparable to what happens with first year production because safety is just that, very important. Because of the nature of the plant, the changes that are made, with the quickness of changes even parameters are not set, the parameters are constantly being redefined. I find it difficult to compare my experience in my trade to what I currently do now. In terms of responsibility you'd have to go to the highest level in my trade to come any thing near close to what central control room is.

So, was it easier to come to work as a carpenter or as a central control room operator ?... I probably ought to clarify that. There is a little difference between a maintenance carpenter and a carpenter on site. I branched out towards the end to cabinet building which is actually a separate trade than what I did.

Yes ?... To answer your question, yes, I've worked on building sites and the answer is still yes. So, yes there is a difference between coming to work as a builder and coming to work in the central control room.

So what makes a central control room job more difficult ?... The responsibility.

The responsibility attached to it ?... Right.

In terms of the alarms, you talked about the alarms, and you said there were three levels of alarms ?... Yes.

5 In your experience, what would your response time be to a high priority alarm ?...
Well, there is - I have got no idea how many alarms are in the system. I use an
example here last week. I actually had to go and look for the alarm. I had an alarm
come up that said the diverter gate failed. Now it was a medium priority alarm and the
only thing that told me where in that plant it was was the tag number. If I didn't know
10 the tag number, 5034, then I wouldn't have known where to start looking - 50 is the
tag number for the, so when I went to the there was no problem, so I then had
to go through the diverter gates to find the actual tag. Once I determined where the
part of the plant was it ended up being the diverter gate to the clinker storage area.
The gate looked fine. I then had to send someone to check it visually to make sure that
15 it was in fact secure. So under circumstances like that, that can take- well, that took a
couple of minutes. Normally alarms are a little bit more descriptive. The decision will
start with how important the alarm is and that can take a couple of seconds. If
something requires a little bit more attention, like for instance, high temperatures in
the, if you weren't already aware of a problem there, well that would probably take
20 10, 15 minutes, maybe longer, to monitor that situation to determine what the course
was. The alarm is like in the car, if the oil light comes on in your car, well it is just
alerting you that there may be a problem there. The same in central control. All the
alarms do is tell us there may be a problem there or there may be going to be a
problem.

25 If you left some of the high priority alarms unattended, does the system shut down ?...
Oh, if, it probably would. You'd have a hell of a mess, but it would.

Getting back to the level of responsibility then in central control as compared to
trades, is there any other things in central control that are different to being a
tradesman ?... I think with a tradesman there is a high degree of learning initially, and
30 the tradesman can probably tend to be over confident. He's gone through and he is
just about - with a trade it tends to be repetitive and when you come across one
situation you come across more, so to speak, especially with the old school. There is
normally only one way to fix it, or one economical way to fix it, and unless you were a
foreman it can be a very one track, narrow sort of minded way of approaching things.
35 In central control that sort of attitude could get you into trouble. Even though you
have got guidelines to operate we have got to be open in determining what course of
action you are going to take.

So you have to apply a little bit of lateral thinking in central control ?... In my opinion,
yes.

40 Do you get very stressed with the job at all ?... It depends on the circumstances in the
day. You can do, yes.

And what's the busiest, day shift or back shift ?... Day shift is always the busiest.

Why is that ?... The amount of people on the site. I suppose, well you assume more
responsibility after working hours. You have the security systems and the phone. The
45 phone, well day shift. You have always got the risk of someone going and tampering
with something and you have got to try and find out. Once someone goes to touch
something you sort of dread it. For instance, we had a person work on a leak. Once
he had done it the didn't work properly for eight hours afterwards. A lot of it is
coincidence, but day shift undoubtedly would be the busiest time. It is just the

amount of people that go through central control that want to know something, information. It is only natural.

5 Do you have much to do with your foreman when you are in central control?... Well that depends a little on the shifts, because no No. 7 operator is going to run the plant, or the kiln in particular, at the same rate as another 7. Likewise, the foreman will run his shift a little different to every other foreman. Most of the time the foremen are on the outside of the plant normally supervising any outside duties. Just recently foremen tended to have a little bit more to do with central control. But actual contact with the foreman are lunch breaks. Occasionally a foreman will enter into central control, have a look at the plant and see what is going on. We have got mid-shift checks that time permitting they do attend.

15 In the situation at Goliath does a level 7 come in to get instructions from the foreman or does he get them from the other levels?... What happens, when you come on at the start of a shift you hand over - the 7 hands over to a 7 - likewise down the line. Probably when the 7 walks in the door he has had a look at the kiln and may decide that he doesn't have to touch that for 10 minutes. He'll probably have a look at the alarm page that will be up. He is then going to listen to everything that that person is going to tell him. Now if he hasn't been on for a number of days there can be quite a lot that you are going to tell him. After that the foreman will do the same thing. The foreman will hand it over. There is a red book, an instruction book, that comes from higher up senior staff. There will be a toss up, depending on how the foreman is as to whether the operator will look at that. Will look at the operation parameter guide to see if there has been any major changes there. Probably would have been told, anyway, on handing over. The foreman will probably come to the sliding window at the side of central and say anything that is important virtually straight up, and then he will hand over the red book for the operator to read. In other words, it is very rare for the foreman to actually make a point of saying something will change. It has normally been picked up well and truly before the foreman gets to the window.

30 Has the commissioning of the new plant and central control impacted on the 5's and 6's in terms of the work that they have to do?... I'm not - can you sort of rephrase it, please?

35 Okay. Before when you had your shift crews and had seven on the crew and now you have got four, so does the new central control room mean that the level 6's and 5's jobs have changed?... Well, in terms of when there was a number of people on a shift I was there for only a short time. I went through the old raw mill at Goliath and that was through the cement mills. There was no central control room. I didn't get to the kiln. I did the crane driving, I did the testing, and the number of people involved We started up on the new plant, we started off with two people in central control all the time. The plant didn't really come up to expectations and there was no way you were ever going to run it without two people. Now during this period of time there was no such thing virtually as annual leave, or very little, because it was just the way it went. We had to learn somehow, and the best way to learn was on the job training. And then we came up to a time where the plant improvements had been made to such a degree that it looked like one person would be possible - certainly on the back shifts - and probable on the day shifts. We agreed to give it a trial and the trial was successful. That allowed one person to come from central control to the outside. Since 45 that time the holiday procedure has been reinstated. It was virtually one person off on

holidays the majority of the time, maybe with the exception of a couple of months during the winter. So really what you have got, you free one person off to go on holidays, so the workload outside really hasn't changed.

5 MR COOPER: In terms of the shift crews - I mean, you've got four on shift. You've really only got three there most of the time ?... At worst you've got three. At best you've got four.

Okay. Just in terms of the central control room there. Do you think they get enough money for their job ?... The opinion of the blokes or my opinion?

Your opinion ?... I don't believe so.

10 Do you believe it should be higher ?... Yes, I do.

For what reasons ?... Well basically, the reasons I've already outlined - the responsibility. I know it's been said to me that people have contrast in what they hear happens on the mainland. Like, they can't know for certain. They do know for certain what the foreman's job used to be and they - it is highly regarded now that the central control operator has outstripped the foreman's job in terms of actual
15 responsibility. Sure, the foreman is still accountable. He's the person that, I assume, the company would go to first off. But in actual running the plant - it varies from shift to shift - a great deal of the decisions are made by the central control room operator. and the foreman is basically prepared to say, well, you made that decision, it was the
20 right thing to do. He'll back the operator under these circumstances because the foreman just hasn't had - they had the least amount of time to be involved with the upgrade of, basically, because of the problems. They were away from the central control room. It was the people, in particular the 7's and maybe the was in there. They had the benefit of the German visitors at the time. They had the benefit of
25 electrical engineers, computer experts and they learnt on the job there at that time. Subsequently, some of the operator possessed skills with, what's called, because in the early part of the plant if you couldn't do - if you didn't have any knowledge or couldn't adapt there, well you're going to have the plant off more times than you're on.

30 Is there a degree of - how much do you have to understand to be able to do the job properly ?... Understand about the process?

Yes ?... I'd say you have to have a reasonably high understanding of the total process, and that goes from cement chemistry and the meal, and the kiln. Obviously, the kiln is the most time consuming as far as learning goes.

35 So when you come to the, you don't just come to it with a tonnage in mind. You've got to have a lot of other background information or know about it, to be able to do the job ?... What do you mean - if we come out at the start of the shift and say we're going 215 tonne for 12 hours?

Yes, not just as simple as monitoring that ?... No.

You've got to bring a lot of information to the job ?... Yes

40 I have no further questions.

COMMISSIONER GOZZI: Thank you, Mr Cooper. Mr Targett?

MR TARGETT: Thank you, commissioner. I'd like to pick up straightaway on the point that Mr Cooper finished on, if I could, and just explore that a bit further.

I believe you said - you answered 'Yes' to the question that you need to bring a lot of background information to the job when you start the shift to be able to do your job properly on that shift. Where have you got that information from?... Me personally?

5 Yes?... Doing the job previously - a week, a month. In my case, 12 months beforehand. From what I've been told by other people that you pass in the, or something like that. From what has actually happened when I've been a process attendant outside the plant. If a problem has occurred outside the plant, just for instance, say, we'll bring up the reclaimer. Something has tripped on the reclaimer. I've been responsible to send someone down there. He's called up: We've got this light
10 flashing now and I can't seem to do anything. Well, last month this worked, try that. That's what

So we're talking about experience?... We are.

And that which you have learnt through on the job training?... That's right.

15 Okay. How long did you - you worked in the production process after leaving your work as a carpenter at Goliath. You went into production work?... That's true.

And how long did you work in that area prior to the new plant coming on line?... I think I said five months. I can't -

20 You said five months prior to the shutdown. How long was the shut down?... I joined production in February and the shutdown was August - was it? Or the upgrade, August?

Okay. And when did they start up the new plant, or start commissioning the new plant?... November

So how long did you then, after the commissioning of the new plant, work?... Sorry?

25 How long after the commissioning of the new plant did you work, learning that outside process - learning about the process, learning about the plant and the operation of the plant?... Well that's a little difficult to answer because the commissioning, that went for a reasonably long time. The actual official commissioning of the plant was an extended period and some say that it still may not be commissioned properly.

Okay, let's start from the beginning of the commissioning?...

30 Well the time frame from the beginning of the commissioning -?...

35 Okay. And how long did it take you to learn the plant operation?... Right, well I'll try and use something We had a German expert there at the time whose name escapes me just at present We had a great deal of difficulty in learning to operate the, in particular starting the raw mill. Now my position, because I'd come from maintenance onto production, I was well down the list for actually being anywhere near the raw mill. So the first thing I know is that I'm opening the door temperature. So I get to learn, all right, we've got a problem starting the raw mill. You hear what people tell you. And I was transferred into a situation where I actually had to sit down in central control and then start to learn. So in my particular case - and I'm different to the other
40 top line level 6's.

Yes?... I'd say it was another four months before I actually got to central control.

But the actual learning of the plant operation as opposed to the learning the job of the central control room operator?... In my opinion you can't differentiate between the two because

So you're saying that you don't need to have an understanding of the operation of the plant before you learn to become a central control room operator?... On the contrary, I think to be a good central control room operator you've got to have a sound knowledge of the plant outside before you address inside.

5 How long did it take you to get a sound knowledge of the plant outside? A year, two years?... Well the basic understanding probably eight months because the actual basics haven't changed that much.

10 So you get a basic understanding in eight months and then it from there on?... Well, for instance, I'm still - to this day I'm still learning about You've got to understand that when you're on shift work you can get a problem that happens on one shift and it will be passed on to the next shift and at some stage can be lost. And if you happen to be on one weekend, say, for instance you will not find out about that problem.

15 That's in relation to a specific problem as opposed to an understanding of the operation of the plant though, isn't it?... Well any specific problem is the operation of the plant.

20 As far as corrective action is concerned, I agree with you. But what I'm trying to get from you is how long it takes you or has taken you to get an understanding of the plant. You said a basic understanding in eight months. Are you saying you still don't have a full understanding of the plant?... I don't think anyone can honestly say that for fact.

25 Okay. We've had evidence here today which says a person requires two to three years to get a good understanding of the plant and its operation prior to undertaking training from the central control room - for the central control room operator's position. Do you agree with that or disagree with that?

30 COMMISSIONER GOZZI: Mr Targett, could I just interpose, before you answer that question. It wasn't my understanding that that was the context. The context I thought was said - was plant experience of two to three years would allow you to do the job - learn the job and be an efficient operator in six to eight months in the central control room.

35 MR TARGETT: I'm happy to discuss the context, commissioner. I certainly saw it differently to that. In fact, I see it as being a - in relation to the actual context of what was put under previous evidence and cross-examination that to become a central control operator you required that previous understanding of the plant operation. And it takes two to three years to get that understanding. Then you commence learning the central control room operation which, depending on the person, may take six to nine months.

40 COMMISSIONER GOZZI: Yes, I didn't appreciate that it was being said that you needed two to three years experience to learn the workings of the plant. I took it as if you had two to three years' experience in the operation of the plant, then once you were in the central control room it would take you probably six to nine months. I didn't think there was a time frame put on learning the operation of the plant. Perhaps Mr Hampton can clarify that for us after -

45 MR TARGETT: I think the way this discussion has developed it tends to short circuit the point of continuing that line of questioning of this witness anyway.

COMMISSIONER GOZZI: Yes.

MR TARGETT: So I don't intend to pursue that particular path at this stage ?... If I could say -

Well I don't intend to pursue that -

5 COMMISSIONER GOZZI: No, that's fine. See, I did note down that if you know the workings of the plant - two to three years, then the learning in the central control room would be about six to nine months or six to eight months, I think, was the actual qualification.

MR COOPER: Sir, my notes concur with that. I've got time to train around six months, assuming knowledge -

10 COMMISSIONER GOZZI: But anyway -

MR TARGETT: as I've said, I don't intend to pursue that line at this stage. How long have you been learning to be a central control room operator ?... Well like I said, before I changed shifts probably four months after the plant had been started up after the shutdown. I changed shifts and I went straight in to the central control room
15 my present shift. I started learning the central control room.

Now you've already stated in response to a question from Mr Cooper that you are a competent operator ?... I am.

How long were you learning before you considered you were a competent operator ?... Yes, I would say probably six or seven months.

20 Okay ?... understand with my situation an awful lot of kiln stops. difference to someone right now the kiln is reasonably all right with no stops. If you have a standard period when the kiln runs perfectly smooth then the operator is not going to learn the value of a kiln stop.

25 How long it takes another operator, I guess, is fairly hypothetical. really only addressed the issue that you're able to answer specifically. So you're saying it took you six to seven months to learn to be a central control room operator ?... Yes.

Okay. The experience you had prior to commencing the process of learning that position was of use to you in learning the job ?... Definitely.

30 Your experience in your trade work, did that assist you ?... Because I've been employed with the plant for four years the knowledge of the plant - although I know the workings I knew where things were. So, yes.

So it was the actual working at Goliath as opposed to the trade work ?... Oh definitely.

That was of assistance to you ?... Yes.

35 If you'd done the trade work that you have done and the apprenticeship that you've done, working for Temco, do you believe that trade work would have been of assistance to you in learning the central control room operation ?... None whatsoever.

40 You mentioned on a number of occasions that the position of central control room operator, based on the small amount of time you've been in there operating it as a single operator, was a very responsible position. Could you explain to me what you mean by responsible ?... I can reiterate what I said to Greg. The decisions that are made are often central control room's decisions. Obviously you've got guidelines to where you run the kiln - the plant. Anything that goes outside that he decides what course of action should take. His responsibility of the safety for the men and

responsibility for just about anything else that happens after hours to deal with the plant.

When you say responsibility for - what's a particular example of one of those areas - the responsibility for the men. I assume you mean subject to the foreman being - ?...

5 No, very rarely does the foreman

Certainly. You mentioned in response to a question from Mr Cooper that one of the roles of the foreman was supervising the outside work ?... That's true.

Therefore the central control room operator doesn't have that responsibility ?... That's true.

10 So when you said that the central control room operator is responsible for - to the employees, that is subject to the foreman being there and having a supervisory function ?... Well I'll use this as an example. The process attendant -

Well perhaps if you could just give me a fairly clear answer. Is it subject to the foreman or isn't it ?... No.

15 So the central control room operator overrides the foreman ?... In some circumstances, yes, because the foreman will not be asked.

But not all circumstances ?... Not all circumstances, no.

So there are circumstances where the shift foreman is, in fact, in charge ?... The shift foreman is in charge at all times.

20 Thank you. Let's go to the guidelines that you mentioned. Operating instructions, guidelines mean the same thing in the context of what I wish to raise with you. There are guidelines in existence in the central control room covering all major issues as far as the operations of the plant is concerned. Is that correct ?...

25 Have you had the opportunity on necessity to go through those guidelines ?... We go through them constantly.

As a matter of choice or as a matter of necessity ?... Necessity.

So to properly function as a central control room operator you need to constantly go through the guidelines ?... If you don't you could find yourself in trouble because the guidelines will change

30 Thank you. The guidelines contain specific settings for various operations of the plant. Correct or not ?... For certain parts of the plant they do, yes.

The guidelines where there are specific settings in place through those guidelines have outer parameters within which the central control room operator should operate ?... There is a certain amount of flexibility, yes.

35 Thank you. And the central control room operator would operate within those parameters based on experience ?... Occasionally through consultation with the foreman, if he deems necessary, they may go outside those but that's rare.

Fine. Rare that they go outside the guidelines ?... That's correct.

40 If they're going to go outside the parameters set by the guidelines they consult with the foreman ?... You'd be smart to do so, yes.

But that's what is required?... Yes, yes.

Okay. So the degree of discretion exercised by the central control room operator is very clearly stipulated in the guidelines as those parameters?... I suppose so, yes.

5 When you're operating as the central control room operator, what do you see as the major function of the job, in actual doing? Perhaps if I could explain it by an example. Is it monitoring the kiln, keeping an eye on the screens, responding to alarms and telling people what to do in - by way of corrective action? Would that be the major function, the doing of the job?... Yes, it's very hard to actually say that one takes precedence over another.

10 I agree, and I'm certainly not asking you to give a priority ranking?... Right.

But that statement I've made, would you consider that a fair statement as a major function of the job of the central control room operator?... Yeah.

15 Did you have any computer knowledge or experience, either formally or informally, prior to learning the control room operator's position?... Obviously through high school with subjects - computers actual - basically no. But you do use computers through school.

So you had a basic familiarity with computers to start off with?... You know, a keyboard and a screen.

20 Sure, but other than that not in any real sense?... The system at Goliath is totally independent of any other system you'd find.

So is it fair to say that when you commenced learning the central control room operator's position you were basically starting from scratch in relation to the computer?... That's right.

25 And it's also fair to say that you really had no previous experience which could in any way equip you to learn that computer work?... With the exception of the use of, that's true.

30 Okay. So it's also then correct to say that the operation of the computer you learnt in amongst everything else you had to learn in the six to seven month period that it took you to become a competent central control room operator?... No. What happened, with the original 13 we had a person called Bill take us through the computer system for - I'm not sure it was three days, I think it was four hours for three days.

Okay. So prior to that six or seven month period that we spoke about earlier you did three - say four hour sessions on the computer?... That's true.

Okay. So that's in addition to the six or seven months?... That's true.

35 So if I then say you learnt from scratch, amongst everything else you had to learn, the computer system and all that that entails in three four-hour sessions plus that six to seven month learning period?... Within reason, yes.

40 Okay. I won't hold you up much longer. There's just a couple of final things I'd like to ask you. You said that you believed that the central control room operator's position doesn't get paid enough. Is that correct?... I said that, yes.

Do you have a view as to what it should get?... Honestly, no. My reason - and this is why I guess we're here today. I speak now as a representative of the men. They are of the opinion that they don't know what the job is worth and they wanted an

independent body to determine its true value. So I can't honestly say we have had contacts with Kandos; we know within reason what they money. We don't know what they do as far as their responsibilities are concerned. So we've heard figures bandied around but in all honesty we've got no idea.

5 Okay. Just in relation to this question of Kandos, I accept that you have heard or are aware of a pay structure, but as you said you're unaware of what they do in the operation of the plant. Therefore it is impossible to do a comparison from your perspective, I assume ?... Without being a hundred per cent certain, that is true.

10 Yes, okay. If as a result - if they accept what you're saying, and that is that the men are looking to find out what the value of the job is as opposed to having a preconceived idea that they should get more money, I then assume it is correct to say that, as you've already pointed out, representing the men, it is correct to point out or say that if it's determined the current wage rate is the correct one, then everybody is satisfied ?... Before I answer that, I assume Gary has filled you in on the details of how the men
15 think.

No, I'm really asking you that question ?... Well can I explain that then?

20 Yes ?... What the men point to is the increase in productivity versus the wage increase. And they feel that if you draw up a parallel with what the central control room operator is on now with the burner was on for the responsibility for the kiln alone, they feel that the amount of money now isn't enough. So now to answer your question, I would assume whatever the commission decides, the men will say, well that's pretty well

25 Good. You mentioned two specific items in that. Firstly, was the question of manpower or manpower reduction and, secondly, was the question of increase in production. Firstly, can I just look at this question of manpower reduction. As I understand it from previous evidence - and please correct me if you disagree - prior to the commissioning of the new plant a shift consisted of seven people ?... That's true.

30 After the commissioning of the new plant and ironing out some of the bugs and going back to one central control room operator, a shift now consists of four people ?... That's true.

Is it fair to say the reason for the reduction from seven to four is as a result of the new technology, the new plant and equipment and the changes that were made by the company ?... It would appear so, yes.

35 Let's look at the question of production increase. Why do you believe there has been an increase in production ?... It's the expenditure of the plant.

So the expansion of the plant, the new equipment that's been put in place ?... This is true.

Okay. I have no further questions, commissioner.

40 COMMISSIONER GOZZI: Yes, yes, thank you, Mr Targett. Mr Parry, I just have a couple of areas that I want to clear up with you. You see the central control room operator as having the responsibility for directing people, the grade 6's and the grade 5's ?... That's right.

And you indicated that the job ie the central control room job has outstripped the responsibility of the foreman ?... No, that's probably a false -

Well let me say I'm not trying to - here to put you in conflict with the foreman. I understood what you said about that. You said because of your contact with the central control room operator - because of the central control room operators having contact with electrical engineers and computer experts and the technology involved,
5 that the supervisors may not have been exposed to that type of information?... That's right. For these circumstances, yes, that's right.

Yes. And that really - the context of knowledge of what the grade 7's do, that that has created more awareness, if you like, than may reside with the supervisors. That's the point you're trying to make?... That's true. If I could say that quite often the foreman
10 will come to the central control room operator - an outside guy has gone and: can we do this and that? The foreman will go to the central control room operator: can we do this, have we had problems with this in the past et cetera? They'll confer.

All right. Well let me just say - and I understand - given that scenario the consultation that takes place with respect to operating - I think you said outside the guidelines,
15 what input does the supervisor have to that. You said it would be wise to have the discussion with the foreman. What input does he have to that discussion?... Well that basically will refer to - and once again each foreman is going to be different. But if we've got, say, a limitation placed on either the front or back end coal, the foreman may decide he'll run the risk for the sake of production and go outside that limit. It's
20 something the operator is not going to do off his own bat.

Well who takes the lead in that discussion? I mean, does the operator take the lead in that discussion or does the supervisor? Who leads the discussion?... In my experience probably neither. But that may vary from shift to shift. The operator will probably say, well this is what we've been told to do and the foreman will say, well, look
25 production, that's what I get paid for Right, where do we go from now? And that's when the decision will be made.

Who makes the decision?... He will make the decision

So how can he make that decision if he hasn't got that technical competence that has bypassed him?... This is what I say, he will - well, no, the elementaries of the kiln are
30 still there. What he'll - he'll probably say, well what sort of problems will this - could we have through running this, i.e. the limitations, physical limitations on front end coal particular time. It's not uncommon for the front end coal to be limited physically to a lower production rate. For instance, if there's something - a problem
35 with our variable speed rotary valve the output to the ..., which is the front end coal could be limited from, say, 7.8 where it runs now down to as low as 6.8. We should bring up a higher level on the scavenger screw. The foreman will say, well look, how long has the scavenger screw high level been up? The operator will tell him. He will probably send someone out to physically check it. The decision will be made on how
40 bad the high level is, cut the feed back. It will all be discussed between those two people. There's a lot of variables that can be.

So is it correct to say then that the authority and the responsibility in respect of what we're talking about resides with the foreman?... Yes, I've done the wrong thing if I've led you to believe otherwise. But the only point -

Well the impression I gained quite honestly was that grade 7's in the context of consulting on changes and so on - that the grade 7 takes the lead and the supervisor
45 is really guided by what the grade 7 says because I formed the view from what you'd said that the actual technical knowledge was perhaps superior with the grade 7's than with the foreman?... Under the upgrade that is what has happened. Now the general - just running of the plant the foreman will not know if the operator or what he's
50 done with the actual running of the plant. Any major changes, the foreman will be

instructed as to what he's done. Now if the foreman doesn't agree - and that's vary rare now - he'll instruct the operator: no, I don't agree with what you've done - change it.

5 Why is it rare now ?... Well I guess it comes back to the raw mill for instance is a completely new piece of plant - the changes we all learn together. Previously the foreman had the experience from years and years. We've all come up under the same level.

10 Right. And just getting back to this responsible for directing grade 5's and grade 6's, is that in respect of - what is that in respect of ?... All right. We've got certain schedules and work loads that we do. And a 5 will come to us and say that: I'm going up to the now, that's where I will be, well then you're responsible. If something goes wrong you've got to think of him first. Now that will be virtually without the foreman's - can be without the foreman's knowledge.

So is that in respect of fault finding and looking at - ?... That is true - yes.

15 Is it only respect to fault finding ?... Basically. The foreman at any time can get on the radio and say, look, I want you to go up to the kiln and I want this done. In the context of day to day work the men go around their job, they consult with the central control room and anything specific or changed or out of the ordinary routine then the foreman of the section says, well look this is what I want done, this is what has to be done. But bar anything unusual we've got a daily routine that we just go around our business.

20 All right, thanks very much, Mr Parry. No, before you go, Mr Cooper can re-examine you, but just before you do is there any clarifications you want -

MR TARGETT: No, I'm quite -

COMMISSIONER GOZZI: Yes, thank you, Mr Targett. Mr Cooper?

25 MR COOPER: Yes, I've only got a couple of minor questions. In terms of - in terms of Mr Targett asked you, he asked you three or four different times about experience. He said to you: experience in terms of central room. I just want to clarify. In terms of what you knew about Goliath, now how useful was that? There were three questions he asked you: experience prior to CCR, trade work - working at Goliath rather than a trade somewhere else was useful. Now what parts of your experience were useful in terms of the Goliath - your relationship with Goliath ?... Well I knew where - obviously
30 where the parts of the plant were, like I knew where the cement mill was. And, you've got understand, with my particular trade, I'm probably, say, different from the electrician or a fitter. Our job would have been to go to the position, build a scaffold, say, then we were off on another job, come back, pull the scaffold down, whereas a
35 fitter or electrician would interact more with production. So really all - familiarisation with the plant - four years of familiarisation with the plant actual where everything was.

So you knew where things were. So if someone said to you we've got a problem in this you'd know exactly where it was ?... I knew where it was.

40 Right. Okay. And how long would it take you to learn that - to be familiar with where things are in the plant ?... Oh, can I refer back to my apprenticeship then

Yes, yes ?... I suppose - it would be getting on towards eight - nine months - virtually depending on, like I say,, you could go for four months without actually going to one specific part of the plant.

45 Yes, right ?... It's so difficult to put an answer on something like that.

Yes. So in terms of - your trade was of no assistance. What you meant by that was - well can you just explain what you meant when Mr Targett said your trade was of no assistance in the CCR - sorry - other than working experience ?... Well obviously this is where I get back to my statement that I find it difficult to compare a trade with a central control room job because they're two vastly different fields. I suppose there are similarities. You've got building regulations, you've got rules that you follow but the level of concentration is probably higher in the central control because, like I said, with carpentry, well it's more repetitive. I don't take in any carpentry skills because carpentry as you know is hands on other than maybe a few skills with the mouse. But, no, I don't see it that way.

Right. Mr Targett said that you can work within guidelines. He asked you some questions about guidelines. Are you familiar with all those guidelines ?... Yes, I am.

And how many manuals of them are there ?... Well I suppose - I clarify that - there is actually one book - that's a folder - the same size as that one on your desk there - and that is the operating guidelines and that is the immediate run of the mill everyday common occurrence Now the actual plant procedures for starting, stopping, certain situations, I think we've got three or four manuals that would cover that.

Right ?... So that there are two - we've got an operating and an actual running

Well so the one you refer to all the time or constantly is the - is the operating manual ?...

Right. Right. Mr Targett asked you about your computer skills and he said - and you answered him that you had three or four hours - three days at four hours, sorry - and then six or seven months and that was enough to make you familiar with that. But you answered it 'within reason'. What did you mean by that - 'within reason' ?... Well as an operator that's true. Now there's certain parts of the system that you're exposed to over a period of time because we have an electrical engineer who works there all the time and he explains bits and pieces that isn't really related to what we do. So that's - I guess that's what I mean by 'within reason'. The basics of the computer system are pretty straightforward and what you would learn is to build and adapt from what you've been taught with the actual computer system then the rest it's just all intermingled - you can't really differentiate between the two.

Right. Is it easy to make a mistake in central control ?... Sure

So you would have to have your wits about you ?... Yes.

Do you make many mistakes ?...

MR TARGETT: I would have to pull the plug I think, commissioner. We're getting into a new area.

MR COOPER: Sorry, I was just asking whether

COMMISSIONER GOZZI: Yes, it's not totally permissible but it was a nice - a nice - a nice little try.

MR COOPER: within reason So what do you want me to do - withdraw that last question?

COMMISSIONER GOZZI: Well I'll give it due regard.

MR COOPER: Very good. Thank you. You talked about - Mr Targett asked you what the value of the job is - if it's determined. And you answered, 'it's a bit hard to deal

with that'. You mentioned a parallel between burner No.4 versus central control. Can you just explain what you meant by that parallel?... Yes. I was referring to what the men see as a suitable pay increase and what they look at is the responsibilities of the burner alone compared to responsibilities of what the central control room operator has now at present, ie, the burner is responsible for basically the care of kiln alone.

So what they've done is, they've done a parallel between the burner No. 4 and his rate versus the central control room, his responsibility and his rate. That's - I'm not exactly - I think 496 something to whatever it is now.

Right. Okay. Mr - the commissioner asked you a couple of questions about directing 6's and 5's; I just want to be clear on that because I asked you earlier about 6's and 5's. As I understand it, a level 7 - they do direct 6's and 5's from time to time?... Well in my experience yes. I don't know if we're meant to, but certainly that's the way it's happened.

Do you consult the foremen before you direct a 6 or a 5?... Depends on the severity of the problem.

Right. So how do you work out -?... Well obviously if - like I've had occasion when a 5 has come down to me because I can't get No.3 crane to go. Well I say, have you tried this, this and this and that. And he'll say no. Well he goes back and tries it. Comes back and says: I still can't get it to go. And that's the way it generally sort of goes.

So if it's beyond your level of expertise or knowledge then it's referred to the foreman?... Basically, yes.

Okay. So otherwise you can direct them within your knowledge - your area of knowledge?... Absolutely, yes.

And does the foreman have a problem with that?... Mine doesn't.

Mr Commissioner Gozzi asked you about who takes the lead in terms of discussions if you're going outside guidelines. Now I just want to clarify the point that was being made there. The foreman, you said, wouldn't know, day to day. Did you mean he doesn't have an indepth knowledge of the process in the central control? What did you mean by that?... I got myself into a bit of trouble there I think. No, the plant is so big and depending like on any given day, the foreman can be in a completely different part of the plant and radio contact can be difficult so there's going to be times when decisions have to be made that the operator will just go off his bat and explain later, I hope I've done the right thing, sort of thing, otherwise - it could even someone like Des central control and they'll make a decision. The foreman, like they're the boss at all times but through just the way things happened when the plant was restructured they missed out on a lot of the knowledge and what was actually happening in central control room. So what tends to happen now is that - and it's going to get less as time goes on - but on my shift - and that's really all I can talk about - my foremen will go to John or myself or who had time in central control: We've got this problem now - have you come across it before - what did you do before - it seems reasonable to do it again, sort of thing - something like that. It's - it's team work. It's - I guess that's the best way to try and sum it up.

No, that's fine. That's fine. That's fine. And in terms of that then, what happened is the foreman missed out on being upgraded in terms of the raw mill when that was brought into place?... No - well not that I - it's a fair while now but the raw mill - the foreman has got a sound knowledge of the plant now. What they haven't probably got or central control and it's the difference between what actually happens in central control and what happens on the outside and the foremen are more in tune with what should be happening or what it should look like and that sort of thing from the outside.

So that they get - so what they do then is they basically consult with the level 7 in terms of the detail?... Yes. I don't know of any other case when it doesn't happen.

Right. Okay that's fine. That's all the questions I have.

5 COMMISSIONER GOZZI: Yes, thank you, Mr Targett. Mr Parry, thanks for that. You can step down?... Yes.

WITNESS WITHDRAWN

COMMISSIONER GOZZI: Mr Cooper?

MR COOPER: What do you want to do now, sir ?

COMMISSIONER GOZZI: What's your next - any more witnesses.

10 MR COOPER: No, I've got no more witnesses.

COMMISSIONER GOZZI: Well I think what we can do is keep going for a little while longer if you are able to. What - you're going to go into your full submissions aren't you?

MR COOPER: Yes, I was going to start on them, yes.

15 COMMISSIONER GOZZI: All right. Well let's go. I thought we might go to about, say, five to 1:00.

MR COOPER: Just in terms of -

20 COMMISSIONER GOZZI: Before you do start, Mr Cooper, I wanted to ask you and Mr Targett, at some stage I wouldn't mind having before me the makeup rate of the pay - how it's made up, what the take home rate is.

MR TARGETT: Well certainly we do intend to produce that sort of information for you through our submissions.

25 COMMISSIONER GOZZI: Yes, okay. And we also need to look at some dates and so on, so maybe it's appropriate for you to tell me how long you think you're going to go to finish and then we can lock in some dates for you to respond.

MR COOPER: Mr Commissioner, in terms of submissions I was going to give today, I've had - I've actually mistimed that a little bit - I thought the witnesses would have taken a little bit longer so I was going to submissions today in respect to background information, correspondence that had been entered into between the parties -

30 COMMISSIONER GOZZI: Right.

MR COOPER: - and then I was - well just depending on how things went today whether we needed to go back and clarify anything at the inspections. Now I'll have to talk to my delegates about that, but at this point in time I don't think there is any need to go back to the plant.

35 COMMISSIONER GOZZI: No.

MR COOPER: I was then just going to take the commission through the of the job and put everything to the commission in that. Now I would imagine that would take

some two or three or hours - that would tidy that up - probably hopefully two hours would do most of that.

COMMISSIONER GOZZI: Right. So could you do that today?

MR COOPER: I could. Yes. I could finish that today.

5 COMMISSIONER GOZZI: You'd finish that today?

MR COOPER: Yes. I would imagine so.

COMMISSIONER GOZZI: All right. Well I think we'll probably go for that then and we'll set some dates later on for you to respond.

MR COOPER: Do you want to do the dates now or -

10 COMMISSIONER GOZZI: Oh no. Well look, I think we can use the 10 minutes now and get going. We can - the main reason, I've left my diary in the office - in the other office, so we'll do it after we resume for -

MR COOPER: Just in terms of some background, I do have, as I said, a number of documents. I suppose I should have just stuck them all together. I don't know what's
15 the best way to deal with them - is to get - is to take one of each and hand them up as one exhibit. There's four more extracts - sorry - five more extracts from that -

COMMISSIONER GOZZI: Yes, if you give me the lot I'll just number them individually. Do you want to hold them up in the order of how you want to deal with them?

20 MR COOPER: I had that one first.

COMMISSIONER GOZZI: Right. We'll make that exhibit C.3.

MR COOPER: Then I had that one there.

COMMISSIONER GOZZI: C.4 C5. C6. And the other one will be C.7.

MR COOPER: To the first one then, if we're dealing with C.3 - if I can just take the
25 commission through that. Again it repeats a little bit of what we've already put up. But the important part of it is in the second - is in the second lot of the paragraph. It starts off in October 1990. It says: In October 1990 it was decided to upgrade the Goliath plant to 3,000 tonnes per day of clinker production to lift cement output to one million tonnes per year. Construction started in 1992 and the project will ensure long term
30 operation at the Goliath site.

And then it goes about the extra output to the mainland terminals and in order to deal with that they have to put a 15,000 tonne cement carrying ship was built to replace the 400,000 tonne vessel operated since 1978. So increase in production through the capital investment was quite significant - was huge. And that was - the reason that I
35 emphasise that point in terms of this report because these reports are factual and they are fairly accurate and they're fairly - well they're reasonably well written.

Now I want to impress on the commission that there was an actual increase in production and it was all coordinated through the central control room.

40 In terms of exhibit C.4 which talks about the raw mill, and we've heard a little bit about that raw mill in testimony from both witnesses this morning and it talks in this article in exhibit C.4 that the raw mill is one of the key elements of the Goliath

expansion and it talks about the lower mill and it talks about the efficiency of the pre-milling operations by about 50 per cent so it has a fairly significant impact in terms of - of the raw mill capacity. And it talks about commissioning - that started in December. The mill has increased daily throughput from 2,200 tonnes a day to 3,300 tonnes a day. And the technology being used is relatively new in the cement industry having only been developed in the last decade.

And then it goes on: the mill in its use at Goliath is the only one of its type in Australia being used in the cement industry and unlike traditional mills most of the moving parts in the roller mill are internal making the operation quieter than other methods.

And it talks about then some of the specifics in respect to the mill. And you can see that actually one of our witnesses is pictured there. In term of that, sir, again it stresses the point that production throughput in tonnes today is increasing given as a result of this. And again this new raw mill which is state of the art stuff and only one of the few in Australia is in fact coordinated as well through the - through the central control room.

In exhibit C.5 - so that's just a brief explanation of the quarry. We didn't actually visit the quarry - that there was probably - felt that there was no need to do that. I've provided that as background information. I don't intend to deal with it. Suffice to say that - that you see - you did see that - the stack where the actual control room takes control of that and that was outside that main office block where it comes off that conveyor belt. So from there the central control room does take control of that - of that. So that's provided to you just as background information. One day when you're not busy you might want to look at it.

In terms of the exhibit C.6, this puts a little bit more detail to the background of the upgrade in terms of the gamma metrics and that was the system that, as we've heard in testimony isn't working as well as it should and has to be a little bit of manual override in respect to that. Then it goes on and talks about the \$800,000 gamma metric material - bulk material analysers and it talks about them. These also will be - well hopefully fully integrated into the central control when they work properly. And that's something else that's now picked up by the central control room operator. So I provide that basically to the commission and I have some background on that too. It does talk about how it works there. It talks about - it improves the efficiency of production and a whole range of other things. And again that will be monitored by the central control operation as part of that upgrade, so it's another change.

In terms of the last exhibit, this is a picture of the central control room and I know it's a bit emotive, some of this stuff, but it talks about the watchful eye looking over the operations. It talks about the state of the art computer system that's being put in which monitors every stage of the plant from the quarry to the dispatch area and it's approached Mr Nevin there who was a previous manager about the American model tailor system worth more than a million dollars, provided valuable information and print out from current and efficiency of the production. Mr Nevin said the computer would provide instant temperature and pressure details whether it be from the last shift or a shift from the previous month. He said employees had been trained to operate the system and in equipment installation and Mr Parry actually went to that in his testimony in terms of when the system was put in place - he had the benefit of being involved in that with some training as well as some computer training.

Sir, I provide those to you so that that completes the picture in terms of that - of that 'Advocate' spread that was quite a significant event at the time. It still is recognised by my union as one of the most significant upgrades in any plant that you've been involved in and as a result of that there was a significant change that was brought about at the Goliath operations, notwithstanding the central control room being a significant part of that. There was changes in terms of the work that people had done.

Sir, I want to impress that point upon you because through in testimonies it was obvious that the capital investment has resulted in the main in the increase in production and the increase in the capacity of the plant. But the capital investment has resulted in new technologies that have - that have brought about the needs of our members who are currently at single stations to have an improvement in their skills, their knowledge and their ability to run the place and the reason that we put that to the commission is because part of our claim today is for the commission to have a look at the work that the central control room does and put a value on it.

Now I don't know whether I should state in these preliminary parts what the extent of the claim is or whether I should leave that till a bit later on - I'm not sure how to deal with that.

COMMISSIONER GOZZI: Well really it's up to you whether you want to, in wrapping up, say well this is what you think it's worth or whether you want to put on the table up front and then I can contrast what you're saying with the rate. But really it's a matter for you.

MR COOPER: Yes, well I think I will leave that till last then seeing we'll probably have an adjournment then and it will take Mr Targett a couple of weeks to get over it.

COMMISSIONER GOZZI: Do you think he's going to fall off his chair or something?

MR COOPER: I don't know. He'll probably ask for a bit of a delay. But, sir, in terms of the - of the operations, it is - it is difficult to try and put into submissions the whole length and breadth of knowledge that a central control room operator has to have.

Now we did enjoy some inspections, informal as they were, in - in T.5469, and if - if - I'm fairly comfortable that a fair bit of stuff was covered with you there. There was a little - few things that were missed out, but if you need -

COMMISSIONER GOZZI: Yes, well I meant to pick you up about the quarry. On the first visit to Goliath of course I got to the edge of the quarry - I didn't get down actually into the quarry - but I got to the edge and I saw quite a bit of some of the plant that you perhaps wanted to take me to on the day of inspections, but if there's anything particular that you feel I must see in respect of this application well then obviously it's your right to indicate that to me.

MR COOPER: The only reason I say that, sir, is I would hate to see at the end of the day we get a good decision and gets appealed on the basis that the inspections were part of other proceedings and informal - and that's the only - that's the only thing that's worrying me.

COMMISSIONER GOZZI: Oh well, I'm sure Mr -

MR TARGETT: Can I allay Mr Cooper's fears on that question. As I said at the beginning of proceedings, I don't have a problem with accepting the informal processes that were undertaken as being legitimate for usage in these proceedings. The only issue I will take - will take up is if a part of the definitive submissions and definitive requirements for the commission to look at specific matters other than the logistics and physical layout.

MR COOPER: Sir, I take that on board. That's very important and I'm pleased that Mr Targett said that because it may be just for the purpose of this exercise that we do - we do probably spend another hour in the central control room and I will take you to specifics so that you can actually have them as part of these proceedings because it's very hard as an advocate to get you to understand that capacity that the central control room operators to have especially in busy times, and I'm not going to suggest

for one moment that we go and set up a busy day, and then say, oh bring the commissioner in because there's a whole lot of alarms going.

5 COMMISSIONER GOZZI: Oh look, no, I mean I'm very comfortable to say to you that the inspections that were conducted allowed the commission to form a view. I mean that's the basis of inspections. We deliberately set out not to take evidence on those inspections. So the view, whether it's under this heading or under the other heading doesn't really matter - in my opinion. And I think Mr Targett's allayed your concerns about that.

10 Now if you want to go back and you want to point out some specific areas of concern or whatever and you need to do that under this particular heading because that's part and parcel of this case. Now I can say to you that in looking at the operation of the control room I am very relaxed about what I saw there. Attention was drawn to the alarms that went off and the continuity of that. I saw the changing operation of the kiln in the context of the heat that was generated there. I saw the learning process
15 undertaken by the person in the control room. I was apprised of the monitoring that went on with the security gate and the telephone answering systems and the testing that was carried out and is being carried out, and I'm very much aware of the central role played by those people in respect to the production process.

20 Now it's up to you to draw conclusions about all of that in the context of establishing the rate. I think it's also agreed between you and Mr Targett that this exercise really is one of establishing the rate per se. It's not a case of saying from the time that this rate was established that significant changes occurred. It's in effect an exercise to establish the rate as having regard to all factors and it builds upon, as I understand it, the interim arrangement entered into between you and the company when the rate was
25 first established. And - so I think I'm fairly clear as to where we are and where we're heading, but I qualify again if you want to make specific reference to specific operations in the control room and inspections are necessary for that well then all you have to do is ask.

30 MR COOPER: Yes. I will make specific reference to things that happened in the control room and if you don't believe it's necessary to go back again because you are familiar with that then I'm happy with that, except that there are elements of that job that are - that do carry with them responsibility attached in terms of discretion and experience such as monitoring the kilns.

COMMISSIONER GOZZI: Mm.

35 MR COOPER: And I will be referring to those aspects of the job.

COMMISSIONER GOZZI: Well all I can say, Mr Cooper, is you feel you need to go back and look at specific aspects of any operation associated with this matter well then all you have to do is mention that to me. All right, well we'll adjourn till 2.15, thank you.

40 **LUNCHEON ADJOURNMENT** COMMISSIONER GOZZI: Now, Mr Cooper?

MR COOPER: Thanks for that. Just before lunch we dealt with a brief history and provided you with some background in terms of the plant and the upgrade. And we'd now like to turn to some correspondence that was entered into between the parties earlier this year.

45 The first one I have is a letter from Mr Page to Mr Covington about classification structure. So if we could put that forward.

COMMISSIONER GOZZI: Exhibit C.8.

MR COOPER: If I can just deal with that correspondence, sir. What it is, it is a letter in which the union raises a request for a meeting to conduct a review of rates of pay and definitions in the following classifications. And you can see there listed on that is central control room operator and then a number of others. And a lot of those others
5 were dealt with - or have been dealt with. So the thrust of that letter is for the purpose of this hearing is to identify with the central control room operator. And that was in correspondence in February this year.

We did receive a response to that, and it was only a very brief response. But I will provide that for completeness' sake, to the commission.

10 COMMISSIONER GOZZI: Exhibit C.9.

MR COOPER: And Mr Lowe, who was the president of the union at that point in time, and the north west organiser, did have some preliminary meetings, as I understand it, with Goliath. However what came out of that was the desire for the people to have a further meeting the union. So we met with those - or we asked for a
15 meeting for the 14th March with our members, and that's detailed in the next correspondence that I'll give you.

COMMISSIONER GOZZI: Exhibit C.10.

MR COOPER: This is correspondence in which we wanted to progress the issue and we wanted to meet with people on site on Tuesday the 14th March, and that was
20 subsequently dealt with. Now in terms of these proceedings we have stated quite clearly that we're dealing with level 7. But after that meeting it became clear to us that there was a problem with level 5 and 6, so we did correspond with the company about that. And I think it to be important that you have that.

COMMISSIONER GOZZI: Exhibit C.11.

25 MR COOPER: And it deals in that correspondence with the meeting. It says: As you would be aware representatives from the union met recently with numerous shift employees. During the course of discussions it became apparent to the union that the initial wage rates agreed to by the parties for level 5 and 6 on shift to require a review. We'd appreciate the opportunity of further discussing this issue with company
30 representatives.

And the reason we did that was basically we were of the opinion as a result of that meeting that the initial assessment of level 5 and 6, given the work the central control room operator was - that was undertaken at that point in time, was basically requiring
35 level 5's and 6's to be reviewed. So we corresponded with the company on that as well. And we received a response on that. And I think it's important that it forms part of these proceedings.

COMMISSIONER GOZZI: That's C.12.

MR COOPER: And the response was from Mr Covington and it states that they notice - they acknowledge receipt of our letter. And it says in that correspondence: The rates
40 for these classifications were agreed to by both parties prior to the presentation to the Tasmanian Industrial Commission. And that would obviously mean in respect to the restructure process that was undertaken before Commissioner Imlach.

As there is no new evidence presented in your letter to support a change to the agreement, I presume you will wish to meet further to have discussions and present
45 your case for consideration. I believe the next alterations to wage rates for those and other employees on site will come about by proceedings with an enterprise agreement

being formulated by a single bargaining unit presented to the commission. Should you wish to arrange a meeting discuss that with Mr Targett.

5 Well actually I did contact Mr Targett, but it wasn't about that. It was about this process that we're undertaking at the moment. And I haven't had any formal discussions with the company about enterprise bargaining. But I think it's important in the context of where we're at today to put that correspondence on the Basically we foreshadowed earlier in the year that we weren't happy with the 5s and 6s, and I think now that it forms part of these proceedings it makes the commission in a better position to understand where we're about.

10 The next one then we wrote to the company about deals with the central control operations.

COMMISSIONER GOZZI: That's C.13.

MR COOPER: I think I'd like to deal with this letter in some detail, if I could, commissioner.

15 COMMISSIONER GOZZI: Mm.

MR COOPER: It's addressed to the general manager. It's from our joint branch secretary, Mr Hayes. And it says: Further discussions held in your office on Tuesday the 14th March, please find attached a proposal outlining the union's claim for the wage rate to be paid for central control room operator. The claim is made on the basis that the parties were unable to reach agreement beyond the interim rate currently being applied for the classification.

20 The union has previously stated that the interim rate should be reviewed. We also believe there exists a number of indicators that support our claim. Some of these indicators, including manning levels, production output, responsibility attached to the CCR classification, full integration of previously separate production areas. Should you require further information please contact me.

25 Attached to that, sir, is central control room operators. And you'll see the current rate of wage - and this is something that Mr Targett is going to supply to you in detail. But the current rate of wage in terms of this is \$501, and that's what the employees refer to as their card rate.

30 If I can just digress for a moment. In respect to the award, the award of the commission, that rate is less than that. And it's referred to in Production Employee Grade 7, where it has a weekly rate of \$446.10, on page 27 of my draft, at clause 8.

COMMISSIONER GOZZI: Which one are you looking at? The 1 of '95?

35 MR COOPER: I'm looking at - let's have a little look. No. 1 of '95 Consolidated.

COMMISSIONER GOZZI: Yes, on page 23.

MR COOPER: Twenty seven.

COMMISSIONER GOZZI: Twenty seven, okay, yes.

40 MR COOPER: You will see there that at grade 7 there is a \$446.10, which is the weekly wage rate.

COMMISSIONER GOZZI: Let me just have a look.

MR COOPER: Under No. 1 - Production Employees.

COMMISSIONER GOZZI: Yes. Right, \$446.10.

MR COOPER: Yes. Now attached to that though, at page 30 of my draft, is clause 9 - Additional Excess Payments.

5 COMMISSIONER GOZZI: Right.

MR COOPER: And you'll see at grade 7 that that amount is \$22.10. And there is also some allowances for employees who work on - I think all the other allowances are absorbed in, except for the Leading Hand Allowance. Right?

10 So in terms of the actual award rates, you would look at Grade 7 Production Employee 1 Excess Payment, and Grade 7 Production Employee 1 Weekly Wage Rate.

COMMISSIONER GOZZI: Right.

15 MR COOPER: And see, if you add those up they still come a bit short of \$501. And that's been explained to the commission in previous proceedings, that we had actually a rate there that was restructured and there was an over award component that was preserved for those employees.

COMMISSIONER GOZZI: So the over award component is, what? What's it come to - \$501 -

MR COOPER: Minus whatever those other two add up to.

COMMISSIONER GOZZI: \$501, right.

20 MR COOPER: Oh yes, commissioner, sorry. And that's less 4 point - there is a 4.5 per cent wage increase

COMMISSIONER GOZZI: So \$32.80.

25 MR COOPER: But there was a 4.5 per cent wage increase paid on the \$446 and the \$22.10. And that was paid as part of an agreement that was negotiated on the 17th August, or July?

MR : 13th July.

MR COOPER: 13th July.

COMMISSIONER GOZZI: All right, so that's \$468.20 plus 4 per cent.

MR COOPER: Four and a half.

30 COMMISSIONER GOZZI: Four point five.

MR COOPER: And that was negotiated in July last year, sir. So I apologise for that.

COMMISSIONER GOZZI: Operative from?

MR COOPER: I think it was the 13th July.

COMMISSIONER GOZZI: '94, obviously?

35 MR COOPER: That's correct.

COMMISSIONER GOZZI: So the \$468 has increased to - by 4.5 and the rest is the over award.

MR COOPER: That's correct.

COMMISSIONER GOZZI: To \$501 a week. Is that right?

5 MR COOPER: That's correct. Now in the column next to that, in terms of that correspondence which is now C.13 -

COMMISSIONER GOZZI: Yes.

10 MR COOPER: - lucky number. We'll see how lucky it is at the end, eh? You'll see in the brackets there is an average figure. Now what happens is when you go on shifts obviously you get a lot of penalties and there's an overtime component, right?

COMMISSIONER GOZZI: Right.

15 MR COOPER: So in terms of the site what we talk about is the average, and that's the one we've been using, basically, during the course of these negotiations. So \$712 average is what's paid to central control room operators. And you will see under that, sir, what the union is proposing and what it proposed to the company in that correspondence. And you'll probably understand why we haven't been able to reach agreement. Because you can see that a proposed rate that we're offering - we're asking for was \$701, which equated to an average of \$996.

20 Now we attached to that some supporting reasons. And those supporting reasons outlined in that correspondence were that there was a manning level reduction on shift, and that's been understood in terms of examination this morning through witnesses. That was brought about as a result in the main due to the capital investment and the expansion upgrade.

25 The introduction of one CCCR operator initiative, and that was brought about on the 17th August 1994. And that was part of, as you've heard in testimony, a result in the downsizing which meant that it was difficult to schedule holidays and it was also part of the agreement we reached in terms of securing the 4.5 per cent wage increase. So there was two reasons why that was available.

30 We also cited in there in supporting reasons, increases in production output. And I've taken the commission through those production outputs in terms of background exhibits that I've provided. And then we go to the increased responsibility, and this becomes a little bit more difficult to define in terms of the case that's before the commission.

35 But there was an integration, as you've understood from witnesses and probably through those informal inspections you've had. That there was an integration of operations. The kiln and coal operations previously were performed by one employee. Cement and raw mills were by two employees, quarry and reclaim were by one employee. And those operations have been integrated under the banner of the central control room operator.

40 Attached to that we've talked about, on the back shifts, that there is security that has to be picked up by these people. And that is through monitoring cameras - and you've had a look at those cameras during the course of the visit, to know the ones that I'm talking about there. And that's for the whole of the plant. And there's also the added responsibility of telephone reception after hours for incoming calls. And as you've
45 heard in testimony today too that doesn't just relate to people inside the plant. It can sometimes relate to company business.

There is also, as you've heard again in testimony, the coordination of maintenance and other personnel. And the last point which is fairly difficult to define because you have to have a grasp of what's going on. But the nature of the work generally performed in the central control room. And I think that it would be fair to say, on my observations
5 anyway, that the commission has come to some understanding of the length and the type of work that's performed in the central control room in terms of the responsibilities and the nature of the work that's undertaken. And I think that would be a fair assumption of me to say that.

COMMISSIONER GOZZI: That's very kind of you, Mr Cooper.

10 MR COOPER: Well I did notice, sir, when we did do those inspections that you cottoned on to the difference in the kiln during the hour or so that we were there by just viewing the screen. And I think Mr Hampton was the operator at the time - noticed that was fairly observant of you to note that change in the level of heat intensity that was available at that point in time.

15 So that's just one part of the job, sir. And I don't have sufficient knowledge to take you through every detail of that because that's something that you've heard takes some months actually operating in there. And that was the idea of bringing the witnesses to you this morning, to go to some of that detail.

20 So, sir, what you have in exhibit C.13, I suppose, basically is the gist of the whole case, what we're after. That there is a disagreement between the company and the union over the current of wage that's paid to the central control room operator. And the extent of our claim is outlined in that exhibit C.13 in some - there's some \$200 difference between what the current rate is and what we're after.

25 So, sir, I will come back to that exhibit when I sum up, in terms of those issues that are attached to the back of that.

COMMISSIONER GOZZI: Well it's about \$284 difference, isn't it?

MR COOPER: In terms of the average, yes. But in terms of - yes, the card rate, it's some \$200 exactly.

COMMISSIONER GOZZI: Have worked out a percentage increase on that?

30 MR COOPER: I'm too scared to, sir.

MR TARGETT: For the assistance of the commission, it's 40 per cent.

MR COOPER: Forty per cent Sir, what I'd like to do is provide you with a copy of the company's response to that.

35 COMMISSIONER GOZZI: Well that will be exhibit C.14. And as this is not an ambit jurisdiction, Mr Cooper, I suppose there's no ambit in it either, is there?

MR COOPER: None, sir.

COMMISSIONER GOZZI: I didn't think so.

MR COOPER: Forty per cent wage increases have been granted before, sir.

40 COMMISSIONER GOZZI: It's got that magical ring about it, hasn't it? Okay, exhibit C.14.

MR COOPER: Not surprisingly, sir, in this correspondence the company has said that they acknowledge receipt of your letter. And without saying yes or no, it just says clearly it's apparent that a work-value case will have to be prepared and submitted to the commission by me. And if you want to have further discussions contact Mr Targett.

Well I would say, commissioner, that before we came to the commission we did have some discussions with the company, some discussions with our delegates and some discussions with Mr Targett. And we had that preliminary dispute finding - dispute matter which you are involved in, sir.

We've done all that, sir, and we've actually exhausted the conciliation process. And I just report that even yesterday Mr Targett and myself were on site and we spent most of the day dealing with that issue and hoped to reach a resolution. And there were some offers made. I don't think it's appropriate to tell you what they were, but there was significant ground - or there was significant offers made and they were discussed. But in the context of what we're on about, we are trying to find out the value of the job and I think - that that's the important part. So we weren't able to resolve anything in respect to that although Mr Targett was there till late in the afternoon and I attended a meeting at 7 o'clock last night to discuss, you know, the claim that the employees - or the offer that had been made.

All that being said, sir, we haven't reached agreement yet. What I'd like to do is finally put to you a document that has been prepared by one of our members on site.

COMMISSIONER GOZZI: C.15.

MR COOPER: It's a three-phase document, sir. It is - I didn't put the last page in because it wasn't appropriate and probably the last sentence on the third page isn't really relevant either but the rest of it is fairly - it's a fairly good document in terms of giving you an overview of what happens then. I would like to take the commission through that if I may.

And it starts off:

This document concerns a one man operation of the Central Control Room -

It was obviously developed after the 17th August last year.

It is a job that is regarded by both the employer and the employees as being the top position currently available in the production selection of the above mentioned company.

Now that's in terms of the production streams, sir, in the award, and you're aware of that stream - right?

COMMISSIONER GOZZI: Yes.

MR COOPER: So the central control room is obviously the top job you can get to in terms of production in the processes.

The central control room operator or CCO for short, is the focal point of the production as there is only the shift Foreman who holds a higher position on the back shifts and as such has responsibility of making decisions often without the chance of consultation with the foreman.

And I think, sir, that point was brought out in evidence that was put this morning - that quite often the central control room operator does have to make a decision and he does refer to if there were 5's and 6's often without going to the foreman - just basically because of the logistics of the plant where sometimes that's not possible.

5 It goes on, sir, and it talks about -

- *the production area* -

- is -

- *vast and the rate at which problems can occur lends itself to prompt, accurate decisions* -

10 And we heard that also in the evidence this morning that in terms of the priority alarms you should deal with a high priority alarm within 30 seconds or the consequences of not doing that could lead to plant shut downs or delays in the production process which while they're going on do cost the company a lot of money.

And obviously it goes on -

15 - *decisions requiring giving instructions to the "outside" personnel, be that maintenance or Process Attendant, which in effect magnifies the area of responsibility held by the CCO.*

I don't think in elucidating that evidence from the witnesses this morning that that's beyond question. Obviously that's what they both said independently of one another.

20 And in terms of the efficient running of production that statement also in fact reinforces what - what was said today - that obviously the central control room operator has a key role in making the production efficient and at the same time keeping the targets up as high as is possible, given the nature of the plant and the amount of money that's tied up there. The obvious focal point is to keep as much
25 coming out of the end of the kiln as you can.

COMMISSIONER GOZZI: Mm.

MR COOPER: And it goes on, sir - and bearing in mind that this correspondence was written to the branch secretary - he goes on:

30 *With out having first hand knowledge of how the Central Control Room works it becomes very difficult to explain the duties and responsibilities in their entirety.*

Now I don't have any problem with that because it is exactly right and I've spent some hours in there and I'm still not totally one hundred percent conversant with even the parts of it I've been shown.

35 *The system is continuously being updated with more demands being placed on the operator -*

- in terms of learning. I mean it's a job where you are continually upgrading your skills and your knowledge and you are learning all the time in terms of the indicators that are being placed upon you or in terms of - of the changes to the system.

40 COMMISSIONER GOZZI: I didn't understand that the system was continually being upgraded.

MR COOPER: Well, sir, in terms of that, we talked about -

COMMISSIONER GOZZI: I thought it was going through a commissioning stage. I didn't understand that that meant - that was - there were add-ons in terms of upgrading.

5 MR COOPER: Yes. Well, sir, just in terms of that, see when you were - I don't know if you remember when we went to the inspections there was that water purifier that's been added.

COMMISSIONER GOZZI: Oh, well, yes - yes - the water treatment - yes.

10 MR COOPER: The water treatment - and in terms of the testing part of the gamma metrics - that part is integrated with it but it doesn't work properly and so that's continually being addressed. So in term so in terms of upgrading there, there's two areas and there will be further parts added to the central control room as I understand it.

15 COMMISSIONER GOZZI: Yes. The water treatment didn't relate the control room though.

MR COOPER: Well it will come under the - come under the central control room though. It was hooked into it as I understood. That water treatment plant was now part of the central control rooms.

COMMISSIONER GOZZI: Okay.

20 MR COOPER:

COMMISSIONER GOZZI: So is that what you're - what you're talking about here - the water treatment plant?

25 MR COOPER: As I understand. And being upgraded, sir, in terms too of - of - you know when you talk about - we talked about the set points being changed and varied and whatever. I mean in terms of internal upgrades all the time there is always those - what do you call them - indicators that are being moved and Mr Parry talked about that today in terms of you've got to continually refer back to your documents that regulate -

COMMISSIONER GOZZI: Yes, sure. I mean as long - yes - yes.

30 MR COOPER: So it's in that context, sir.

COMMISSIONER GOZZI: Yes, all right.

MR COOPER: Okay.

35 *There are five completely different computer systems in use in central control not including security systems. These consist of meal analysis, automatic kiln control, Taylor/ABB control system, T Scanner shell temperature monitoring and a normal PC used in problem solving and automatic pile chemistry control.*

Now you've had a look at all those systems in terms of that informal inspection.

So -

It's not merely a case of set and forget, nor is it possible to explain literally the involvement and at times the psychological drain encountered.

So in terms of set and forget, sir, we talked about that in terms of that - set points changing and being continually upgraded in terms

5 *Only after first hand experience can one begin to understand the complexities involved.*

And it then goes through a couple of examples. I don't know whether I need to deal with those, sir. It talks about the quarry section and that comes in - they are there for you to have a look at. Basically it gives you an example of what happens in the quarry
10 section. Obviously as you're aware the operator has limited control over what happens in the quarry but he does have to relay to the quarry that there's something wrong with the mix or what's going on with the blend and that sort of thing. So - and also in terms of what's being conveyed up to the stacker. That's under the control of the CCO and if that gets out of hand obviously they've got to deal with that.

15 So it gives you an overview of what happens in terms of that. It then goes onto the reclaim system and talks about the conveyors that are dealt with there on page 2 of the document. It talks about the cameras, the amp reading sand bin levels and the large areas for the outside attendant to cover in the advent of a problem.

And obviously in that brief walk we did around the plant you gain some idea of how
20 long the plant and the areas that those - those outside people or the rovers, as they used to be - they're now called production assistants or control assistants or whatever they - levels 5's and 6's, that the work that is required by them.

And it talks about that - that -

25 *These two areas take up three group displays on the Number one overview, and basically rate reasonably low on the priority list but by explaining these -*

- you can get an appreciation for the more complex area.

It then goes on and gives some detail about the - about the plant.

There are total of 93 area, 230 group and 4 overview pages which forms the basis for total control and from which information is gained.

30 And it just deals then with what group page is.

It's a page where twelve pieces of information that not only provides up to the minute information, but through operator input, trends can be obtained for an indefinite period through way of a history service.

35 Which is very important in terms of monitoring the process. And there's a whole range of other functions that are available through the computer system.

He then goes on and deals with cement mills and coal plants and gives you a bit of an idea of what is involved there. It also deals with the raw mill. So just in going through some of those it's a very brief overview of what's involved there but it does give you
40 some idea of what's involved in terms of the central control room operator coordinating and managing all that.

And I think - I don't think we went up to the coal plants when we had a look but you saw actually where they were and what part they played in that and how they are required for the kiln and it just explains that there that -

5 *These systems require constant attention and are very important. Once again pressure and amp readings are paramount with additional monitoring of the firing flame under circumstances necessary. This leads to the kiln, preheater, and feed sections of the process. This is the number one priority as this part of control involves very high temperatures that could result in extensive damage or detrimental operating conditions if not controlled at the highest level of*
10 *diligence.*

The mistake -

- could cost someone their life!!! One can not merely put to paper the amount of training that is required to burn a kiln as only experience will allow a certain feeling for the job to develop.

15 And I think that's - that's been borne out in evidence as well this morning - that the kiln is something that you do have to have experience of and it's part of this job.

Just as impossible to explain -

- it goes on -

20 *- is the various operating parameters and operating information that has to be diagnosed by the CCO. There are countless settings and pressures that have to be monitored, checked and rechecked sometimes involving some process of the history service.*

It then deals with the raw mill. And then it just - at the last paragraph it talks about the facts concerning the old plant versus the new.

25 *The manning level on each shift has been reduced from seven to four but the area and responsibilities have increased -*

30 *Correspondingly the rats of pay in our opinion have not been treated accordingly when one considers that the average pay for a burner on the old system with the kiln and associated plant paid \$643 compared to the \$712 for the total control of the plant -*

And that 712, sir, is borne out in that - in that average rate that's contained in document C.13.

35 So if we're having - I think they were called No.4 burner operators under the old system and their rate on shift was \$643 average compared to \$712 average for the central control room.

40 And, sir, just by going through, I think, that inspection you did - the informal one - having the witnesses in here this morning and listening to what we've had to say, it's quite clear - and given the history of the upgrade - that there has been a significant change in the way things have been done and as you know we're not - we're not absolutely saying what has got to be done from day one. What we are trying to bring out in these proceedings is that the work of a central control room operator for the rate

is significantly different to that that was carried out by a No.4 burner kiln operator or a - or in fact just one of the people that looked after the raw mill. They in fact come under one control now and that's the central control room operator.

5 So, sir, when we get back to then trying to deal with this in some logical manner, there are a number of things that are problems and Mr Targett has already hinted at those in previous proceedings and one of those nonetheless was the principles that bind the parties.

10 What I would say to the commission in respect to that is that what we are trying to do is establish what is an appropriate rate for this job notwithstanding that we have varied this award, which is the Cement Makers Award, but for all intents and purposes is a single enterprise award. Notwithstanding we've done that, we've done that on the basis of an understanding reached between the parties that we would - we would run the value of this job at some stage if we couldn't reach agreement.

15 I think, sir, during the previous 12 months before it come to you, we have had extensive talks about that. We have had extensive talks on site with the shift crews, with the management, and they've had a number of negotiations with one another. Recently Mr Targett has undertaken to provide 'without prejudice' offers to us in terms of avoiding - having to have protracted proceedings before yourself and unfortunately none of those things have borne out the level of satisfaction that would allow us to
20 accept what the company has offered. So what we would ask you to do, sir, is in considering all the evidence that's before you, consider the value of our claim in terms of those supporting reasons that are contained in exhibit C.13. And the one that I would like to dwell on a little bit is the nature of work performed generally in the CCR which is the last dot point - or the last dash point in terms of that exhibit.

25 And, sir, you would be aware that the central control room operator does have in front of him a number of screens he has to work to and monitor. He does react to alarms and they do come up a little bell sounds - an alarm bell sounds and the operator goes and addresses those, and in some of those, sir, it is simply knowing what's going on and dealing with that. But, in others, there's a level of discretion that is required in
30 terms of experience that is attached to the job, and that experience was borne out by testimony of Mr Parry where he said it is different to learning the job of a carpenter where you actually learn the basics in 20 weeks of structured training as part of your 4 year apprenticeship, and then basically once you come to a problem you can deal with it because you normally deal with them in the same manner.

35 In the central control room I think it is a little bit more dynamic than that, and that has been borne out in testimony that the dynamics of that job lends themselves to a continual upgrading in your learning skills and dealing with problems. Once you have had experience of a problem, obviously you can advise your 5's and 6's to look for this, look for that. If you can't find that, well then we'll have to go to the foreman.

40 So, 90 per cent of the time the problems that are identified are dealt with by the level 7 in direct contact with his level 5's and 6's.

45 But then there is that aspect of the job that goes to the kiln - operating the kiln - and as we have all seen the kiln is central to the whole operation in terms of the burning process, but linked to that is all the inputs and all the variables that impact on that; and the knowledge that you have to have of raw mills and preheaters and fans and feed systems, and all those things, are something that you can't just simply say, well, okay, that's something you can learn in a couple of days here and a couple of days there. You have got to have a working knowledge of all of it to be able to make the maximum production output at any one time during a cycle, given all the variables
50 and impacts.

So we would say, sir, that the nature of the work performed generally requires a level of skill that is very difficult for us to say to you in percentage points in terms of the 100% exactly what that is worth.

5 COMMISSIONER GOZZI: Well you are claiming around about 150 per cent of the tradesperson's rate.

MR COOPER: In terms of dollars, that's correct, sir, yes.

COMMISSIONER GOZZI: Now, I mean, that gives you a good indication of where you should go to to get some comparisons.

10 I mean, you have been around long enough to be able to draw on a number of jobs that are at 150% of the tradesperson's rate.

I mean, that's what you are claiming, if you take \$425 - whatever it is, \$425.10 or 20 cents.

15 MR COOPER: Yes, I accept that, sir, except that in this document the 100 per cent, given the excess payment is, in fact, \$20 or \$30 higher than that. I mean, in terms of the award, production employees grade 6, is \$425.20 -

COMMISSIONER GOZZI: Grade 5? Oh, sorry, the maintenance employee 425 and the grade 6 - I just looked at maintenance, which I assume is 100 per cent rate for the maintenance, so that's a tradesperson's rate.

20 MR COOPER: That's correct. I mean, in terms of that you have got to add to that that at Goliath there was additional payments being made. So, in terms of that, there is roughly a \$20.70 excess payment that is added to that.

COMMISSIONER GOZZI: All right. So that would be around about a 45 per cent - in this award, around about 100 -

25 MR COOPER: Yes. There will have to be some consideration given to that excess payment in terms of the 100 per cent for Goliath, which is, as I said -

COMMISSIONER GOZZI: Well, it will still be about 145 per cent of the tradesperson's rate -

MR COOPER: That's correct.

COMMISSIONER GOZZI: - in terms of what you call 'the card rate'.

30 I mean, I think the average rate is immaterial if the average is produced as a consequence of penalty loadings and so on and so forth.

MR COOPER: Yes. Those loaded rates are \$701, that's correct.

35 And, sir, those jobs in terms of this document, anyway, and I understand that what's happened for this document was basically the metals standard was picked up pretty well verbatim, with some work to be done on competencies to be developed on site so that the people can understand where they come from.

Now, if we want to use the metals, and I haven't attempted to do that. I mean, you are talking about getting up towards engineering degrees.

40 COMMISSIONER GOZZI: Well, that's what's behind my comment to you, but I didn't want to go so far as to say that, but that's exactly where you are heading.

MR COOPER: So we would -

5 COMMISSIONER GOZZI: I mean, you see, when we talk about the wage fixing principles in that context, and if I understand what you are asking me to do, and what I think Mr Targett is asking me to do as well. I won't commit him to it, but really, in the context of the exercise it is a first award exercise in terms of establishing a rate. So it is not inappropriate to look at the existing rate and other rates in other awards as well.

10 In that context, I think looking across at the sort of figure that you are looking at, and seeing where that falls it is probably not a bad way of getting some impression as to what might be appropriate, and then alternatively look at the a similar job elsewhere.

MR COOPER: Yes, I understand that sir. And in terms of that process, I hadn't intended to do that today.

COMMISSIONER GOZZI: No.

15 MR COOPER: I hadn't attended to that, because what I want the commission to bear in mind is the nature of the operation -

COMMISSIONER GOZZI: Sure.

MR COOPER: - the history of the plant, and the rate that is being paid on site, as opposed to a site specific rate that we think we can reach agreement on.

COMMISSIONER GOZZI: Yes.

20 MR COOPER: Obviously we weren't able to do that.

25 COMMISSIONER GOZZI: Look, I am not sure if it is helpful or not, but I've got no doubts or any misapprehension about the worth and the significance of the job in the processes at Goliath. Obviously it is the end point in the production employees' career scale. It is an important job, it is a significant role, and I understand what you are saying about that. I think the employees need to be reassured about that, as you do, perhaps, that I recognise the significance of all that. But, really, that is one issue.

30 The other issue is how you then determine an appropriate rate of pay for that work, and I mean it is up to you to tell me, but obviously the relativities and where they fit one to another, having regard to the directional wage fixing since 1989 when the 100 per cent rate, or the tradesperson's rate became a 100 per cent rate, then generally in awards across the board, as you know, relativities have been established in accordance with that.

35 And, therefore, I think it probably needs to be understood by the central control room operators that that has some bearing on where the whole thing lies, and obviously it is up to you to tell me where you think it lies in the context of measurable other work and having regard to the specifics of the control room at Goliath.

40 MR COOPER: Sir, in terms of that, what I have tried to do is to portray to you and convey to you the understanding - an understanding - of the skills and levels of skills that's associated with that work, and I think you have a fairly good understanding of that.

Industrial reality if that was how I was able to solve this, sir, I wouldn't have a problem, but we are in a situation where we have a whole range of other factors that impact upon us.

If I were to take you over to an underground mine and show you a comparable skill level of work for the rate of pay, then it would be easy for me. But I can't do that. I don't think it is appropriate to do that.

5 COMMISSIONER GOZZI: Well, the underground mind has also got a separate and unique history. I mean, they have grown up -

MR COOPER: That's correct, sir. And that's the point that I suppose I am relying on, to some extent, is the separate and unique history that Goliath has in terms of its employees. It has always had a situation there where it has paid its employees in excess of what other, I suppose, skills levels. In terms of, if you look at the trades rate in this award where generally around the State of Tasmania it is 425, but at Goliath for some reason it's nearly 450, and in fact if you look at the rate it's higher than 470 for some employees. I mean, that is a simple fact of life.

COMMISSIONER GOZZI: Yes, and it's not unusual for that sort of thing to happen.

15 MR COOPER: So, in the context of this claim, sir, what we are trying to say is, look, we need to look at that and be cognisant of the fact that that happens at Goliath.

So in terms of, if we went to a purely scientific analysis of the principles and we came out with a figure of, say, 400 or 110 per cent, then in real terms 466.90 would be the end of the day figure.

20 But at Goliath of course there would be some add-ons to go to that, given the history and the nature of the plant.

Now what we are trying to say to you, sir, is that in terms of central control room, given that the current rate of wage is 501, and we want to increase that by some \$200 a week, we need to be mindful of what actually goes on then, the level of skill that is attached to that, the level of responsibility that is attached to that, and also be cognisant in some part of the industrial reality of the site in terms of the payments that Goliath have made to its employees over the long history of the plant since 1920.

And, as I said, sir, if I could take you over to a mine and put a central control room operator next to a jumbo operator, in terms of skills it wouldn't be hard to work out who had the higher degree of skill or the higher level of responsibility.

30 COMMISSIONER GOZZI: Well, you might get an argument from the jumbo driver.

MR COOPER: You might, sir, but in terms of the environment - I mean the working environment - would then balance that out probably. And I don't have a problem with that. But these days they are getting fairly computerised jumbos and you do have to have a fair degree of knowledge to operate them. It is very different to the old days where you stand -

COMMISSIONER GOZZI: There's no doubt about that.

MR COOPER: - where you stand and bang them with a hammer. But I can't do that.

40 What I am relying on is, sir, you have the knowledge of the plant that you have got, and having heard testimony of the people this morning and dealing with the supporting reasons where one could argue, and the company quite rightly argue, look, we've spent millions of dollars and that's why I've got increases in production, and that's why we have had massive savings because we have got rid of 40 people; that impacts on our payroll seeing we have less people to pay, production is up because of the new equipment, and that is the end of the story.

But I don't think it is that simple. There is a component to it that rests with the operators, and that component is that the operators now have a greater degree of responsibility, given that the production levels are up.

5 So any mistake they make impacts greater today than it did 4 or 5 years ago, given that the tonnages are up per hour. We have to be cognisant of that fact as well.

The responsibility on the operators in terms of operator error, as you have heard in testimony this morning, are operator error is fairly minimal at the plant, even though on high priority alarms, the response time is required generally being 30 seconds.

10 So it is a fairly high level at times, intense operation that requires a degree of skill with a limited reaction time, and I think that's worth something as well. That's worth bearing in mind in terms of that.

15 You heard also the level of stress is at times a big much if you've had a busy day. Now that probably goes with a lot of jobs. But, notwithstanding all that, given what these operators have to do, you can see that a level of that is probably self-induced given their total commitment to the company and their total commitment to doing a good job in difficult circumstances.

We also heard, too, that the commissioning of the plant when it initially was commissioned was a difficult period, and obviously there were a few bugs in the system.

20 I know at times you went out there and people were wondering whether Transfield had actually done a very good job or not, and there were some problems with the upgrade, but as they have worked their way through those obviously the production levels have - the production outputs - have levelled a bit, and so the pressure on the operator has reduced.

25 But, notwithstanding that they are still responsible for the whole of the plant, they are still responsible for the output, they are responsible for the quality and they are responsible for basically those people that work in the direct vicinity of them, which is each shift.

So there is a high degree of responsibility attached to the job.

30 And, sir, if I go much further I will start repeating myself, so what I would like to do there, sir, is to suggest to the commission that the 4.1/2% wage increase that was brought in last year, brought about the change to one central control room operator, and that was 17 August 1994, and we have been negotiating on and off with the company since that period of time to reach agreement on this.

35 COMMISSIONER GOZZI: So that was to reflect the change in crewing?

MR COOPER: Yes. The downsizing - about that time -

COMMISSIONER GOZZI: What - from seven to four - or from two to one?

40 MR COOPER: Yes, well I think it was about that time that I think it was up till the end of June - that the redundancy situation was put in place, and that was managed down so that is was hopefully on a volunteer basis, see. So as that was managed down then, we gradually got to the crewing levels that we are now. So when we got down to the crewing - I think it was the end of June or July - we came to the situation where we had to organise leave and the like, so the only way we could do that was by going to one central control room operator. So in effect, yes, it was brought about by the
45 reduction in crewing on shifts from seven to four, which was managed over a six or

eight month period, I understand, on site, and where hopefully people nominated their dates and they left on a voluntary basis. And so the downsizing went fairly smoothly, I suppose, in terms of the way it was managed at Goliath.

5 COMMISSIONER GOZZI: Yes, but was it specifically because of reductions in numbers?

MR COOPER: Yes.

COMMISSIONER GOZZI: Or was it - was it in respect of the control room going from seven to four?

10 MR COOPER: Yes, well there was two things, you see. As the commissioning came on line, so the numbers came down, so the control room numbers went back to four per shift -

COMMISSIONER GOZZI: Right - okay.

15 MR COOPER: - or crew levels went to four per shift, so it was a culmination of the commissioning coming on line, the downsizing being managed to a nominated date and then being left with those crews - or that crewing level - which then had integrated or managed its entitlements and leave arrangements and the like.

And so all that coming together at one point in time meant that we either had to have one central control room operator or put someone back on.

20 COMMISSIONER GOZZI: So you're saying that 4.1/2% really was for those factors that you've mentioned, not in terms of the -

MR COOPER: Oh, sorry, sir, I've missed the point - sorry. Yes - right. No, the 4.1/2% enterprise agreement was - there was a whole range of things - I could bring them along perhaps the next time -

COMMISSIONER GOZZI: Yes.

25 MR COOPER: - to provide you background of that - right? In terms of that, there was a whole list of things that were going to be dealt with 4.1/2%.

COMMISSIONER GOZZI: In other words, a recognised change to the control room?

30 MR COOPER: Well, that was one part of it. You see, the 4.1/2% was across the site, and there were things to do with the quarry, there were things to do with the yard, there were things to do with the shift. So there were a whole range of agreements that were put in place across the site.

COMMISSIONER GOZZI: All right. Well, what did it put in place in respect of the control room?

MR COOPER: Yes, one operator was one part of it - a key part of it.

35 COMMISSIONER GOZZI: Okay. So that, in effect, is off the slate then, was it, or not?

MR COOPER: Well, effectively by going to one central control room the date for payment was brought forward in terms of the 4.1/2%.

COMMISSIONER GOZZI: Yes. But if it applied across the plant then 4.1/2% applied to the central control room specifically for what?

MR COOPER: Well, those things that we have talked about. And one central control room operator was a key part of that.

COMMISSIONER GOZZI: Right. And, what else?

MR COOPER: The flexibility on shift, multiskilling.

5 COMMISSIONER GOZZI: Right.

MR COOPER: And then there were a whole range of other across the plant that obviously aren't related to this, but were part of the 4.1/2% deal in terms of changes in practices across the quarry, in the yard and in the maintenance crews. There were a whole range of things.

10 COMMISSIONER GOZZI: Probably in a way whilst it is probably irrelevant in a way if you are looking to establish the appropriate base rate.

MR COOPER: It is.

COMMISSIONER GOZZI: It could be argued that it is.

15 MR COOPER: We would say - but you need to be aware of it - and that is why we are putting it to you.

Because we are not arguing about all that. We are saying with the job what is the worth of the job. At the end of the day that is what we are on about - what is the worth of the job. We recognise it is \$710 rate. The company reckons it is probably a tad more than 501 on a 'without prejudice' basis, but that's been withdrawn, you see. So -

20 Now, what we are asking you to do is to just average that worth. Now, if the commission would like me to I can bring comparative documents along just to put up as an exhibit without speaking to them. I can take you to other work sites, but I think in the context of what we are here today to do we are here today in the context of Goliath's history, to say well, look, this is the work that's being done, this is the rate
25 that Goliath generally pay. We think that you should decide on something a little bit more than that. It is really that simple.

COMMISSIONER GOZZI: But in establishing the worth of the work certain aspects have been taken into account by the payment of 4.1/2%.

30 MR COOPER: In some aspects of the job. In terms of that, too, you see, what we did when they were going to the central control room commissioning that there was an interim rate that was agreed to, and that interim rate was effectively put in here. Right?

Now, if we had argued that then we could have been some 6 or 8 months down the track before we needed to tidy this up, let alone get the 4.1/2% in, see?

35 So, on a 'without prejudice' basis accepted by the company we said, well, look, we'll put a big circle around the central control room operator and come back and deal with that separately, and that was agreed to on the record.

And that allowed everything else to progress on site, which is, I suppose, a little bit altruistic, but it deal with those things on site.

40 So, in terms of that, sir, I would suggest to you that just for your information, too, there are at the moment four level 7's on site. This is on the shift crews, right, and there is one on each shift. There are four level 6's who are effectively known as No. 1

reliefs. There are four level 6's that are just level 6's, and there are four level 5's. And that makes up their 16 on this shift.

5 Now, in terms of this claim, sir, the claim is for level 7's, which are the central control room operators, and obviously any outcome on that would impact on those level 6's that are No. 1 relief, and the level 6's and 5's as they progress into that area.

COMMISSIONER GOZZI: Right. I understand that.

MR COOPER: Right. So the claim in itself in the main is for the four people that are currently employed as designated No. 7's.

10 Now, sir, basically I have put to you all I want to put today. As I said, if I start doing any more I will start repeating myself. I think you have got the gist of what we are on about.

COMMISSIONER GOZZI: Yes, I have, thanks, Mr Cooper.

Just one point that I meant to ask Mr Hampton in the witness box, and perhaps I will just get you back in the witness box for a moment, Mr Hampton.

15 You are still under oath. I just remind you of that.

On this crewing aspect, one thing that I just wanted to get clarified. On the day of the inspections there was the trainee, or the new employee who was learning, in the control room. There was another operator there, presumably a level 7 - ?... Yes.

20 And yourself when we went in ?... Yes. Now I assume that the other person - there were three people in there - I assume that the other person was in there because you were out on inspections with myself ?... No, I was on my day off on that particular day.

Oh, it was your day off ?... Yes.

So, yes, I just wanted to clarify that that was the case. Thank you. Yes.

Mr Cooper, that's an outline. What are you proposing now?

25 MR COOPER: Sir, I understood that what I thought we were going to do was to organise some more dates for hearings. That is the conclusion of my preliminary submissions.

COMMISSIONER GOZZI: But you are going to have some more to go on with, are you?

30 MR COOPER: Yes, I am, sir, yes.

COMMISSIONER GOZZI: Yes. Right, okay. Fine. Well, let's put some dates in place then. We'll go off the record.

OFF THE RECORD

35 COMMISSIONER GOZZI: All right, well thanks for the evidence today and the submissions that have been made. It's given me a fairly good starting point.

The proceedings are adjourned until 9.30 am on 29 June and 9.30 on 30 June, and if we need some more dates after that, well we will set it in process then.

These proceedings are adjourned until then. Thank you.

HEARING ADJOURNED