

POSITION	Program Director Regional Shared Services
POSITION NUMBER	
CLASSIFICATION	Senior Officer
AGREEMENT	Local Government Act and the Ballarat City Council Enterprise Agreement No. 6 2013
DIVISION	Office of the Chief Executive Officer
APPROVED	Chief Executive Officer
DATE UPDATED	June 2019

1. ORGANISATIONAL CONTEXT

As a result of population growth across Australia, Ballarat is now one of the largest inland regional cities in the country. Ballarat is uniquely located with easy access to Melbourne, Geelong and Bendigo.

The Central Highlands Region, for the purposes of this program is made up of Ballarat, Hepburn, Pyrenees, Central Goldfields and Golden Plains Councils. The broad Central Highlands Region also includes the neighboring Councils of Ararat, Moorabool and Northern Grampians Councils, this region has a population of 400,000 people.

The role of the Program Director Regional Shared Service is to drive, lead and coordinate the activities of the Central Highlands Rural Councils Transformation Program.

The City of Ballarat is the lead Council, among four others listed above, successful in securing \$4.5 million Victorian Government funding to address the Central Highlands Region's problems of inefficient and ineffective operations, rising service delivery costs, constrained revenue and changing community needs and expectations,

This role will deliver the following strategic responses to this:

- Align business/back of office systems, workflows and processes across councils, and remove manual processes where possible
- Enable resource sharing and flexible working to attract and retain highly skilled staff and provide wide exposure to learning opportunities and career development
- Coordinate service delivery across appropriate functions
- Prioritise community needs when designing and delivering services.

The project will deliver shared services across 14 local government services listed below:

- Building Services
- Community Engagement
- Environmental Health
- Financial Services
- Fleet Management
- Governance
- Innovation, Smart Regions, Research and Data Analytics
- Payroll
- Procurement
- Records Management
- Safety and Risk
- Statutory Planning
- Strategic and Land Use Planning
- Waste Management.

This role will actively contribute to:

- Creating greater capacity for the workforce to deliver consistently high-quality services,
- Providing greater access to the skilled workforce required
- Improving local community liveability
- Increasing the cost-effectiveness of delivery of services.

This role will work closely with the Chief Executive Officer of the lead Council and the five other participating Councils. As well as collaborating and engaging with Mayors, Councillors, Directors and Executive Managers across the five LGAs to ensure the strategic direction of the project and benefits are delivered.

From a Health and Safety perspective the City of Ballarat and the partner Councils require the following:

- Follow City of Ballarat policies and procedures.
- Report hazards and other unsafe practices.
- Report injuries as soon as possible
- Participate constructively in all forums set up to investigate, improve or communicate safety.
- Demonstrate safety leadership.
- Provide strategic direction.
- Communicate a clear set of goals to your team.
- Measure performance regularly against a clear set of goals.
- Act and apply a balance of consequences as required.

Leadership Values

Delivery of service, planning and project outcomes for the community, stakeholders and organisation are the key focus. A high performing organisation is the goal and the CEO is strongly committed to

continuously developing and improving the organisation's culture. The CEO, Directors, Program Directors and Managers are all expected to champion, model and promote the following Leadership Values:

Leadership <ul style="list-style-type: none">• Positive and energetic• Line of sight• Accountable	Outcomes: <ul style="list-style-type: none">• Driven to deliver• Find solutions• High performing• Disciplined
Loyalty <ul style="list-style-type: none">• To each other and the team• To our purpose• Act with integrity and trust	Excellence <ul style="list-style-type: none">• Clever and intelligent• Best quality always• Creative

Strategic Orientation

The Program Director is expected to demonstrate exceptional strategic ability through:

- Bold leadership as the region embarks on the most significant transformation agenda undertaken.
- Contributions to the leadership culture and structures of the organisation.
- Promoting strategic and operational direction to senior management, staff and external stakeholders.
- Creating and contributing to competitive and breakthrough strategies and plans.
- Providing intellectual rigour, research and evaluation skills to support the work of the CEO and Leadership and Management Team.

Cultural Change and Communications

The Program Director is a prime initiator of cultural change within the organisation and together with other operational Directors is responsible for driving the continuing change process by improving communications and culture at all levels of the organisation.

As a senior member of Council staff, the Program Director is expected to demonstrate strong commitment to the expected constructive organisational culture.

The Program Director will cultivate positive relationships with key stakeholders and create a culture of proactive, inclusive, respectful and courageous communication. They have a high degree of political acumen and approach all situations and relationships with a clear perception of the political context and reality.

Operational Excellence

The Program Director is expected to maintain an attitude of operational excellence through the development of standards and benchmarks. Participation in and commitment to business processes and programs aimed at continuous improvement is essential.

Resource Effectiveness

The Program Director is to ensure the effective use of resources by application of financial and human resource strategies which achieve defined service delivery outcomes. Legislative and regulatory requirements are to be observed and wherever possible streamlined to improve customer satisfaction.

2. KEY RESPONSIBILITY AREAS

- Drive, lead and coordinate the activities of the regional shared services program developed in collaboration with the five participating Councils to deliver community benefit to the Central Highlands Region.
- Oversee the development and implementation of a program of work as identified by the Rural Councils Transformation Program Business Case.
- Ensure that practical and achievable programming is implemented for the successful delivery of the program of work including resourcing, funding, cross-organisational involvement and community participation.
- Oversee the development of a short, medium and long term implementation plans to deliver a suite of projects identified within the business case to deliver the best overall result, considering the operational needs of the varying Councils and community needs.
- Oversee the alignment of business and back of office systems, workflows and processes across councils that remove manual processes where possible.
- Engage multiple stakeholders in enabling resource sharing and flexible working.
- Coordinate service delivery and program implementation across a number of Councils.
- Ensure that community needs are prioritised when designing and delivering services.
- Provide strategic advice to the CEOs of the participating Councils on policies and projects involving stakeholders and providing recommendations to maximise benefits to the participating Councils.
- Promote and articulate a shared vision that inspires and influences staff, Councillors and community from across the region as we set out to achieve the vision of the regional shared services project.
- Apply understanding of the political, social and legal environment and organisational context of Councils to all initiatives and actions.
- Reporting progress of program and initiatives.

Organisational Responsibilities

- Practice and promote Council's Equal Opportunity, Harassment and Bullying principles by treating fellow staff and our customers fairly and equitably and without discrimination, harassment or bullying.
- Be familiar with Council's Risk Management policy and program and the application of sound risk management practices within the workplace and community.
- Promote a positive image of the council to members of the public through professional standards of personal presentation and through the provision of services/advice in a courteous and efficient manner.
- Implement Council's policy of excellence in customer service and identify and review strategies to improve service quality.
- Adherence to all Council's policies and procedures as relevant to this position.

Health and Safety

- Adherence to Council's Occupational Health and Safety Policy including assuming responsibility for the proper use of all safeguards, safety devices, personal protective equipment and other equipment provided for safety purposes.
- At a minimum >90% of operational health and safety plan actions are complete.
- Ensure investigations are completed and corrective actions are implemented within policy timeframes.
- Attend and participate in health and safety meetings (CHSC or Area Safety Meeting).
- All meetings to have safety on the agenda.

3. ORGANISATIONAL RELATIONSHIPS

Reports to:	Chief Executive Officer Central Highlands Councils CEOs
Supervises:	Project Officers
Internal Liaisons:	Chief Executive Officer from multiple Councils Executive Leadership Team from multiple Councils Mayor and Councillors from multiple Councils Council staff from multiple Councils Project Control Groups

External Liaisons: Victorian Government Representatives including Ministers and Bureaucrats

From the Central Highlands Region this role will liaise with:

- Residents, ratepayers and the general public
- Business and industry representatives
- Business and Community Organisations
- Specific interest and community groups
- Local and other Media
- LGV project team

Contractors and Consultants as appropriate.

4. ACCOUNTABILITY AND EXTENT OF AUTHORITY

- Accountable for ensuring that all actions, activities and undertakings, by all personnel under their control are carried out within set programs and are in accordance with the program business case, policies and guidelines.
- Accountable to provide ratepayers, contractors, developers, the general public, Government Departments and Statutory Authorities, with precise information on the program.
- Authorised to provide professional comments, within their area of expertise and in accordance with Council's policies and guidelines.
- Financial authority is as approved and stated within the Council's Corporate Plan and as delegated by the Chief Executive Officer and within Statute and the Council's Policy.

5. JUDGEMENT AND DECISION MAKING

- Appropriate actions to ensure effective project delivery within areas of responsibility, including expenditure, use of resources (physical and human) in accordance with directions given and Council Policies.
- Any action to identify and formulate policy options for consideration by Chief Executive Officer and Councillors.
- Judgements and decisions will be required on complex project planning and delivery issues where the advice is given external to the projects area and the organisation.
- Judgement and decision-making is at a senior level where extensive experience and an ability to make timely decisions is essential.
- Appropriate actions to ensure all financial and corporate objectives are achieved and reported upon and a proactive stance is taken in initiating action on any variations in a timely manner.

6. SPECIALIST SKILLS AND KNOWLEDGE

- Detailed understanding of the Regional Shared Services Business Case, Funding Agreement and Program Deliverables.
- Detailed understanding of the Council's procedures, policies and general administration to understand the wider long-term goals, values and aspirations of the organisation, particularly relating to the competitive environment.
- Strong results orientation and a proven track record of planning and delivering major projects on time, on budget and to required quality standards.
- In-depth knowledge of project management procedures and proven application of and understanding of project management techniques.
- Understanding of and working knowledge of the concepts of strategic procurement, quality assurance and quality management.
- Ability to interpret and apply legislative requirements.
- Proven ability to work across and with multifunctional or multidiscipline organisations and teams to achieve agreed objectives.
- Proven ability to analyse complex strategic issues and problems, identify critical issues and develop strategies for delivering solutions.
- A detailed understanding of health & safety and environment management procedures.
- Understanding of the link between planning and development and economic and social prosperity.
- Demonstrated capacity to lead sensitive commercial negotiations and achieve suitable outcomes.
- Exceptional interpersonal and communication skills, with the proven ability to manage complex project stakeholders, build effective working relationships at all levels, and present complex information in an easily understood format.
- Skills in computer operating systems such as MS Office (Word, Excel, PowerPoint, Internet Explorer) and the ability to proficiently operate computer packages particularly relevant to project management, budget preparation and budget control.
- An ability to support and work with multiple organisations, community groups and organisations.

7. MANAGEMENT SKILLS

- Ability to effectively and efficiently plan, organise and prioritise one's own work and the work of team members to achieve project objectives within scheduled timetables, despite conflicting pressures in an environment of change.
- Ability to both proactively and reactively facilitate outcomes for Council when faced with complex issues in a complex environment.
- Ability to actively facilitate linkages throughout the organisation that benefit the strategic and operational outcomes required.
- Commitment to comply with the City of Ballarat's risk management approach and to ensure that all activities conform to City policies and procedures, State and Federal legislation including equal opportunity and occupational health and safety regulations.
- Commitment to a team approach with strong values and a shared vision with the organisation.
- Ability to work under pressure and deliver to tight timeframes.
- Proven people management skills.
- High level verbal and written communication skills.
- Commitment to ethical conduct.

8. INTERPERSONAL SKILLS

- Ability to motivate and develop other employees under their control.
- Ability to maintain effective and co-operative communication and consultative processes where required with community organisations, businesses, neighbouring Councils and other government authorities, divisions and citizens as required.
- The ability to negotiate, advise, liaise and persuade to gain cooperation from other staff, contractors, public authorities, consultants and other relevant parties and individuals.
- An ability to communicate effectively and clearly and convey policy development and implementation philosophy in relation to the functions and activities of the three strategic portfolios.
- The ability to represent Council in a professional and productive manner in public forums such as Council Meetings, consultation forums, meetings with external stakeholders and within the organisation.
- The ability to establish and maintain positive relationships with Councillors and external agencies and organisations.
- Develop and maintain a close relationship with and participate in relevant professional and other associations to ensure the program, the Central Highlands Region and the City of Ballarat has access to contemporary practices and knowledge.

- Skills in diplomacy and understanding of political situations that will ensure positive relationships with Councillors and external agencies and organisations are maintained.
- Superior oral and written communication skills and an ability to present information in a logical and acceptable manner.

9. QUALIFICATIONS AND EXPERIENCE

- The successful candidate must have a proven and successful leadership record in the public or private sectors in:
 - Multidiscipline Team Management
 - Relationship and Stakeholder Management with multiple organisations as well as State Government
 - Community Capacity Building
 - Demonstrated successful experience in transformational complex projects.
 - Management of professional contractors and consultants engaged in a variety of tasks.
- Tertiary qualifications in management or relevant discipline are essential and post-graduate management qualifications will be highly regarded.
- Extensive experience/understanding, at a senior level, in project management, change management, transformation or shared services, with an in-depth understanding of local government is critical to the success of this transformation.
- Substantial experience and a proven track record in all aspects of the pre-planning and delivery of major projects within the public sector.
- A knowledge and understanding of the workings of communities and government.

10. SELECTION CRITERIA

- Qualifications and Experience as detailed above.
- Extensive experience/understanding, at a senior level, in project management, change management, transformation or shared services, with an emphasis on local government experience.
- Ability to develop strong relationships and partnerships to achieve project objectives and benefits.
- Ability to manage complex projects within a political environment.
- High level written and verbal communication skills, along with excellent negotiation, conflict resolution, presentation and consultation skills.

- High level project management skills and the ability to report against project deliverables to multiple stakeholders including community and funding bodies.

11. PHYSICAL AND COGNITIVE DEMANDS

TASK ANALYSIS REPORT

Job role	Office Based Role
Hours of work	<p>A City of Ballarat staff member who is required to perform their role within an office environment may work the following hours where they are employed on a full time basis;</p> <p>8.15am to 5:00pm Monday to Friday Breaks: 45 minute Lunch Personal Breaks as required 1 RDO is rostered per month</p> <p>Note: Office Based Roles can also employed on a Part Time or Casual basis</p>
Workplace/ location	Office Based Roles may be performed within any location of City of Ballarat.
Equipment Tools	<p>The following equipment may be utilised (depending upon the facility where the role is based):</p> <ul style="list-style-type: none"> • Personal Computer - Hard drive, Monitor, Keyboard & Mouse • Laptop (if required) • Printer • Photocopier/Scanner • Shredder • Laminator • Telephone • Head set • Mobile Phone • Desk & associated equipment such as; document holder, footrest, monitor riser (where monitors are not height adjustable) • Filing cabinet • Folders • Paper files and other documents • Document trolley • Miscellaneous hand held office equipment (such as staplers, hole punch etc.,)
Description of Job Task	<p>Office based role requirements within the City of Ballarat, vary depending upon which department they are performed, but generally include a breakdown as follows;</p> <ul style="list-style-type: none"> • Computer based 70-80% of role • Phone duties 10-15% of role • General Administration – 10-15% tasks • Generally sitting for approximately 80% of the day • Workflow is generally constant with peak periods often experienced in June and December

	<ul style="list-style-type: none"> Occasional requirements to attend staff meetings may occur, but frequency varies between departments. <p>General tasks may include the following, (Images 1-9)</p> <ul style="list-style-type: none"> ➤ Computer Based Duties (Images 2-4); <ul style="list-style-type: none"> ○ Prolonged periods of static sitting ○ Fine motor control to type and navigate mouse ○ Gross motor movements of the shoulder and upper limb to navigate mouse ○ Prolonged periods of visual acuity ○ Frequent requirement for divided attention, problem solving, attention, working memory and concentration ➤ Phone Duties; <ul style="list-style-type: none"> ○ Fine motor movements to operate phone number pad ○ Gross motor movements of the upper limb to reach and hold phone to ear ○ Use of telephone headset removes the previous ○ Frequent simultaneous use of keyboard, mouse and/or writing for handwritten notes ➤ Document Review; <ul style="list-style-type: none"> ○ Prolonged periods of sitting ○ Could be reading off the computer or paper-based documents or a combination of the two ○ Can involve highlighting on paper-based documents ➤ General Administration (Images 5-9); <ul style="list-style-type: none"> ○ Miscellaneous tasks including but not limited to stapling, hole punching and stamping ○ Printing which can involve; <ul style="list-style-type: none"> ▪ Walking up to 20m from desk to printer ▪ Collecting printed paper ranging in size from 1 sheet to approximately 20 sheets from waist height tray on printer ▪ Replacing printer paper in paper trays which may require bending to access trays (pending personal body metrics), carrying paper reams and replacing paper. ○ Scanning which involves: <ul style="list-style-type: none"> ▪ Walking up to 20m from desk to photocopier ▪ Placing required document/s in photocopier at waist height ▪ Fine motor movements to operate photocopier ○ Filing which involves: <ul style="list-style-type: none"> ▪ Fine motor movements to sort paper based documents into files ▪ Placement of file in appropriate filing cabinet or archive box these could be at heights ranging from floor to above shoulder height ▪ Files can vary in weight up to 5kgs ○ Lifting/carrying which includes: <ul style="list-style-type: none"> ▪ Files / Folders / Archive boxes
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POSITION DESCRIPTION

	<ul style="list-style-type: none"> ▪ Paper reams ▪ Miscellaneous paperwork ▪ Water bottles
Hazards identified	<p>Office Based Roles may be subjected to a number of varying hazards. These include;</p> <ul style="list-style-type: none"> • Potential for postural injuries due to long periods of seated sedentary duties • Intermittent manual handling when changing water cooler bottles (11kg) • Potential exposure to trip hazards while negotiating stairwells • Potential for psychological injury from dealing with aggressive or difficult clients either in person or on the telephone
Environment	<p>Office Based staff are required to work within an indoor environment in the presences of co-workers. As such, they may be exposed to;</p> <ul style="list-style-type: none"> • Controlled temperature and ventilation • Carpeted, linoleum and concrete surfaces • Fixed desks • Ergonomically adjustable task chairs
Personal Protective Equipment used	<p>No Personal Protective Equipment is required when completing the Office Based Role within the office environment.</p> <p>If required staff have access to:</p> <ul style="list-style-type: none"> • Hi Vis Vest or Jacket • Steel Cap Shoes • Safety Hat
Classification of task	Medium

POSITION DESCRIPTION

Office Based Role



Image 1 Example office based environment

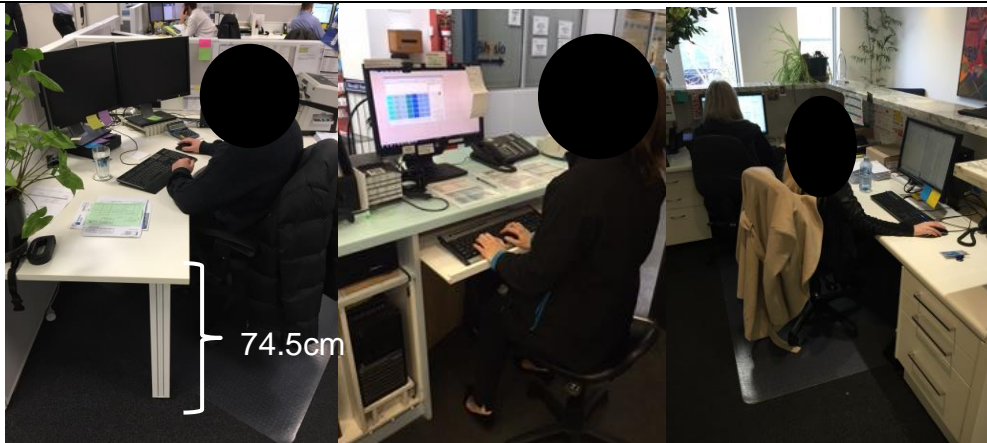


Image 2-4 Examples of Desk Based Workstations

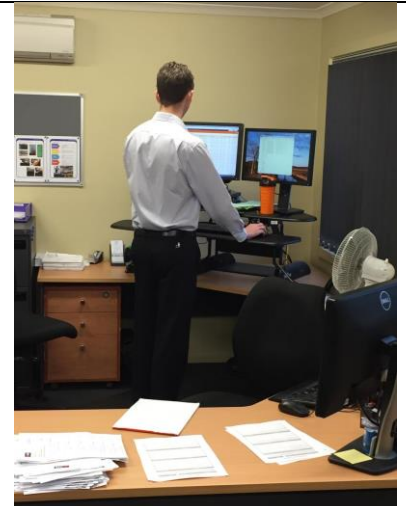


Image 5 Example of standing workstation

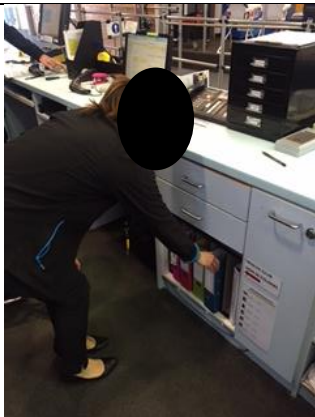


Image 5 Reaching for folders stored below desk height

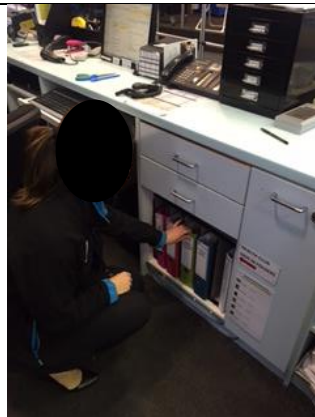


Image 6 Reaching for folders stored below desk height

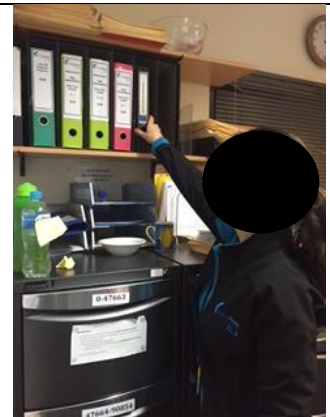


Image 7 Reaching for folders

POSITION DESCRIPTION



Image 8 Filing



Image 9 Typical stationary room with printer/copier in place

POSITION DESCRIPTION

Physical Demand Matrix

Overall Role	Office Based Role
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Body Posture	N R	R	I	O	F	C	Comments
Standing			✓	✓	✓		Intermittent to Frequent requirement to stand whilst; <ul style="list-style-type: none"> Serving customers Filing Operation of photocopier/ printer Collecting files
Sitting					✓	✓	Predominantly seated role whilst completing computer and desk-based tasks able to take postural breaks as required.
Horizontal reaching with arms extended > 30cm in a 180 degree plane.		✓	✓	✓			Rare to occasional requirement to; <ul style="list-style-type: none"> Placing or collecting files from filing cabinet Inserting and collecting documents from printer Placing files or folders onto shelving/ storage
Neck flexion/extension/rotation						✓	Constant movements of the neck in all directions required whilst completing all listed tasks. Potential for sustained neck flexion while reviewing hard documents.
Reaching above shoulder height		✓	✓	✓			Rare to occasional reaching to access folders from storage, pending office set up.
Stooping & bending forward from standing position		✓					Rare requirement pending office set up, if: <ul style="list-style-type: none"> Lifting file boxes Collecting folder from underneath desk
Kneeling / squatting		✓	✓				Rare requirement if accessing folders from underneath desks, filling cabinet, lower shelves pending office set up
Trunk rotation			✓				Rare to occasional trunk rotation required (left and right) whilst completing all tasks pending office set up

Mobility	N R	R	I	O	F	C	Comments
Climbing step / platform		✓					Rare requirement to climb a step ladder
Walking		✓	✓	✓	✓		Rare to frequent walking whilst completing all tasks that are not desk-based
Walking over uneven surfaces	✓						Not required
Ladder climbing	✓						

Manual Handling	N R	R	I	O	F	C	Comments
Unilateral lifting		✓	✓	✓	✓		Rare to frequent requirement to lift paper files of varying sizes, small administration equipment, telephone etc.
Bilateral carrying		✓	✓	✓	✓		Rare to frequent requirement to lift and carry paper reams, larger files or folders, water bottles.
Lifting with weight away from body <10kg	✓						Not required
Lifting with weight away from body >10kg	✓						

POSITION DESCRIPTION

Lowering a vertical distance > 25cm from waist to floor		✓	✓	✓			
Lifting a vertical distance > 25cm from waist to shoulder height		✓	✓	✓			
Lifting 0kg - 4.5kg		✓	✓	✓	✓		Rare to Frequent requirement to lift up to 4.5kg; this extends to: <ul style="list-style-type: none"> Files File boxes Office equipment
Lifting 4.5kg - 9kg		✓	✓				Rare to Intermittent requirement to lift up to 9kg; this extends to: <ul style="list-style-type: none"> Folders Paper reams
Lifting 9kg - 22kg		✓					Rare requirement to lift 9kg – 22kg; this extends to: <ul style="list-style-type: none"> Water bottles 11kg
Lifting 22kg - 45kg	✓						Not required
Lifting 45kg+	✓						
Handling unstable objects		✓					Rare requirement to handle Water bottles 11kg
Carrying			✓	✓			Intermittent to occasional requirement to carry items as listed above is required
Pushing / pulling		✓					Rare pushing/pulling of trolley when retrieving bulk items from storage
Sustained/ repetitive hand grip			✓	✓	✓		Intermittent to frequent requirement whilst: <ul style="list-style-type: none"> Using mouse Lifting and carrying all items Writing Using stationary items including but not limited to hole punchers, staplers, and stamps
Tool use	✓						Not required
Exposure to vibration	✓						

Frequency scale for critical physical demands	NR = Not Required within this range of duties R = Rarely (less than 1 x weekly) I = Intermittently (1 x every 2.5 hours) O = Occasional (1 x every 30 minutes) F = Frequent (1 x every 2 minutes) C = Constant (1 x every 15 seconds)
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Cognitive Demand Matrix	
Role	Office Based Role

Psychosocial Demands			
Personal	Concentration	✓	High levels of concentration required while completing all listed tasks
	Patience	✓	Office Staff are required to possess high levels of patience whilst completing all listed tasks in particular when interacting with members of the public
	Emotional stability	✓	Office Staff are required to have a developed emotional stability whilst completing all tasks
	Judgement	✓	Office Staff are required to exercise sound judgement whilst completing all aspects of the role

	Reasoning	✓	Office Staff are required to exercise sound reasoning whilst completing all aspects of the role
Social	Isolation	-	Office Staff perform their duties in the presence of co-workers.
	Autonomy	✓	Office Based Staff are able to utilise autonomy with respect to the processes in which they complete a task, however they must follow the same policies and procedures
	Peer support	✓	Peer support is available whilst Office Staff complete their designated duties. Peer support is generally requested should the circumstances require it.
	Social network	✓	A social network is available for all Office Staff through the City of Ballarat
	Stress	✓	Office Staff could be exposed to stressful situations such as meeting specified deadlines and production demands, dealing with aggressive or upset members of the public, taking abusive or aggressive phone calls, general workload demands.

Appendix A

TASK ANALYSIS

Frequency of physical demands

The frequency of the physical demands required as part of the jobs assessed is defined under the following categories:

- (NR) Not required is defined as being not within this range of duties
- (R) Rarely is defined as less than one performance per week
- (I) Intermittently is defined as one performance every 2.5 hours
- (O) Occasional is defined as one performance every 30 minutes
- (F) Frequent is defined as one performance every 2 minutes
- (C) Constant is defined as one performance every 15 seconds

Classification of Physical Demands:

The following are the classifications used to categorise specific jobs based on their physical demands, as adapted from the Dictionary of Occupational Titles.

Sedentary

- Lifting 4.5kgs maximum and occasionally lifting and carrying such articles as dockets, ledgers and small tools.
- Although a sedentary job is defined as one which involves sitting, a certain amount of walking and standing is often necessary in carrying out the job duties.
- Jobs are sedentary if walking and standing are required only occasionally and other sedentary criteria are met.

Light

- Lifting 9kgs maximum with frequent lifting and/or carrying of objects weighing up to 4.5kgs.

- Even though the weight lifted may be only a negligible amount, a job is in this category when it requires walking or standing to a significant degree; or when it requires sitting most of the time with a degree of pushing and pulling of arm or leg controls; and/or when the job requires working at a production rate pace entailing the constant pushing and/or pulling of materials even though the weight of those materials is negligible.
- Physical demand requirements are in excess of those for Sedentary work.

Medium

- Lifting 22kgs maximum with frequent lifting and/or carrying of objects weighing up to 11kgs.
- Physical demand requirements are in excess of those for Light work.

Heavy

- Lifting 45kgs maximum with frequent lifting and/or carrying of objects weighing up to 22kgs.
- Physical demand requirements are in excess of those for Medium work.

Very Heavy

- Lifting objects in excess of 45kgs with frequent lifting and/or carrying of objects weighing 22kgs or more.
- Physical demand requirements are in excess of those for Heavy work.