



and



Environmental Health Officer Cadetship Program

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EXECUTIVE SUMMARY

Cadetships are quickly becoming a very powerful tool that many public and private organisations are using to recruit staff and graduates to their workplace. Cadetship programs are one (1) way an organisation can address the growing skill shortage problem and recruitment competition amongst Environmental Health Officers. Many Councils now recognise that cadetships are the way of the future for recruitment of staff and it is widely acknowledged that on-going training and professional development is the key to retaining Cadets after graduation.

Across Australia, many Local Governments are now offering cadetship programs for persons entering Universities in the hope to secure graduates for the future.

Research conducted by The Australian Association of Graduate Employers (AAGE) 2007, has shown that many students that complete a cadetship with a Council choose to stay with that Council for years after. A cadetship can offer many benefits to an organisation and to the Cadet. A cadetship program is generally recognised as a win/win situation for both the organisation and the Cadet. The organisation gets a fully functional and workplace ready employee, and the Cadet receives financial compensation and valuable workplace experience along the journey to obtaining a qualification.

This report highlights two (2) key issues that a Council must consider before developing an EHO cadetship program. These are:

1. The recruitment of the Cadet.
2. The retention of the Cadet.

This report recommends that Council's:

1. Develop an EHO cadetship program considering the range of options presented within this report including key criteria and forward strategies.
2. Commence discussions with a University of choice to partner in a cadetship training program.
3. Develop a marketing strategy for the recruitment of potential Cadets.

1.0 Background

1.1 What is a Cadet?

Before identifying the key components of a cadetship program, it is important to understand what a Cadet is. Many Councils use a variety of descriptions, however a general description used by many Councils is listed below:

“A person who is employed by Council to undertake full time employment with the Council and as part of the employment is required to complete University studies to satisfy the requirements to become an Environmental Health Officer.”¹

The above definition identifies that the Cadet is often a full-time employee of Council while they complete their University studies. However, as described in later sections of this report, there are a range of models used throughout Australia for the employment of a Cadet, with these models having a variety of employment and study arrangements.

The key aspect of defining a Cadet is that under a cadetship arrangement, a current or prospective University student undertakes an employment arrangement while completing their studies. This arrangement therefore has benefits to both the student and the employing organisation.

1.2 Benefits of a Cadetship

Research conducted by the Environmental Health Sub-committee 2008², revealed that many Councils across Australia now offer cadetship programs for many professional graduate disciplines including Engineering, Town Planning, Accounting and Environmental Health. Cadetship models have grown and evolved over time in Councils and there is wide variation of program structures. There is however one (1) common theme emerging from the research conducted and that is that Councils are in general agreement that cadetship programs do work. There was general consensus from all persons consulted that there are definite benefits to the organisation in having a cadetship program and having a regular supply of Cadets graduating and entering into the Council workforce. Some of these benefits are listed below:

- Knowledge that the Council has a qualified workforce ready graduate entering the establishment on a certain date in the future.

¹ Source: *Environmental Health Practitioners – Attraction and Retention Survey Results, Queensland. Local Government Career Taskforce, August 2008.*

² The Environmental Health Sub-committee was established in response to the Environmental Health Workforce Summit conduct in July 2007 in Brisbane. The Sub-committee is working on strategies to address recruitment & retention strategies for Environmental Health Officers across Queensland.

- Reduction in cost in recruitment and advertising for permanent positions. Having Cadets supporting the permanent workforce can reduce the need for expensive advertising and interview sessions.
- Council is able to utilise the skills of the Cadet to assist staff in the day to day operations and perform low risk and administrative functions.
- Cadets are a relatively low cost outlay in wages and should bring cost benefits to the Council in the long term.
- It is recognised that if you invest in the training and development of staff early, retention of staff is improved.
- The ability to engender the desired organisational culture and work practices early in the employee's time with the organisation.

If the cadetship program is implemented and supported well by the organisation, the benefits will be quickly recognised. But if a cadetship program is not supported and co-ordinated adequately by the Council then it could have its problems. Below is a list of considerations that an organisation needs to do to ensure an effective cadetship program delivers maximum value:

- Provide a mentor and/or workplace coach for the Cadet.
- Provide adequate management of program & peer support.
- Provide assistance with University studies e.g. access to workplace projects.
- Provide flexible working arrangements to assist in balancing work and University study.
- Variety of tasks.
- Supportive and friendly workplace culture.

1.3 Benefits to the Cadet

Why would a person studying at University want to participate in a cadetship program? Some of these benefits to the Cadet include:

- The Cadet is financially rewarded during the course of study.
- The Cadet has employment during study and immediately after graduating.
- The Cadet experiences 'real work experience' in the workplace in their field of study.
- The Cadet can use the workplace as a source of project work and have a better understanding of the learning outcomes throughout the course.

So why would a student not want to participate in a cadetship program? Some of the disadvantages to the Cadet are:

- If the Cadet is studying a long way from place of employment, this could lead to increased expenses and time away from friends and study companions.

- A Cadet may not cope with balancing work pressure and study loads.
- A Cadet may want to travel for an extended period of time after graduating and the Cadet will be compelled to continue employment after graduating and fulfil term of agreement for a period to the employer. *(Some Council's require the Cadet to continue working for the Council for a minimum of three (3) years after graduating).*

2.0 Cadetship Program Key Criteria

There are two (2) key elements of the cadetship program that must be developed, namely:

1. Recruitment of the Cadet; and
2. Retention of the Cadet.

2.1 Recruitment of the Cadet

In order to attract Cadets to a Council, a cadetship program must be developed that is flexible, competitive and will need to include additional benefits beyond standard award entitlements.

Key criteria to attract quality Cadets may include:

- **Competitive Pay rate**
 - Pay rates will need to be competitive with other Councils and correlate to hours worked and University experience and level. Refer to Appendix A for pay rate comparisons.
- **Flexible work and study terms**
 - Provide flexibility for person to work and study. For example,
 - i. a person must work a minimum of 15 hours or two (2) days per week in any month period.
 - ii. A person may average working two (2) days a week over a year to ensure that their course commitments are met.
- **Further Training & Professional Development**
 - Cadets will expect to participate in any training programs offered to EHO's and possibly additional in-house training if offered. Their expectations should be taken into account when developing their personal development program.
- **Paid HECS and study expenses**
 - Most Council's are now paying full HECS and University fees plus an allowance for text books, computers and travel expenses.
- **Lifestyle (work/University life balance)**
 - Cadets will want to work within a flexible work and University life balance arrangement.

- Cadets will appreciate working and studying in a location that supports an active and social lifestyle.
- Plan to recruit in the fourth quarter of the year to allow for course commencement at the beginning of the university/calendar year. Applications for admissions to university occur in November-December for undergraduate programs and up to January for post graduate programs
- A clearly supportive work environment with opportunities for future career development pathways.
 - Cadets will want access to mentors and coaches, be recognised and rewarded for good performance and the opportunity to apply for positions within the Council according to an individual's interest.

Where a Council has a cadetship program, it is important that there be regular meetings with Council for peer support and networking. Cross disciplinary Cadet meetings can also be extremely helpful to Cadets to improve their understanding of Council operations and what other professions are utilised in Council.

Once a cadetship program is developed that addresses these issues, it is recommended that a marketing strategy be developed and implemented. The marketing strategy may address local, metropolitan, State and international markets to broaden the scope of capture of potential candidates. Potential recruitment environments are listed in the Table below.

**Table One
Potential Recruitment Environments**

Universities	Students currently studying environmental health or other relevant and related degrees e.g. Environmental Science. This would include the following Universities across Australia that currently delivers environmental health:	
	<i>State</i>	<i>Name of University</i>
	QLD	Griffith University
		Central Qld University
		Qld University of Technology
		Sunshine Coast University
	NSW	University of Western Sydney
	VIC	Swinburne University
		La Trobe University
	WA	Curtin University
		Edith Cowan University
	SA	Flinders University
	NT	Batchelor Institute
	TAS	University of Tasmania

Table One - continued
Potential Recruitment Environments

Overseas	This marketing strategy could be expanded to include overseas Universities eg. New Zealand, South Africa, Asia etc.
International students	Students wanting to study EH in Australia from overseas
Schools	High School leavers considering EH as a career option
Career & School Expos	School leavers and persons looking to change careers

Students that have finished an undergraduate degree in Environmental Science could continue onto doing the external Post Graduate diploma course

2.3 Retention of the Cadet

The main objective when the Cadet is appointed is for the Cadet to complete University studies and graduate as quickly as possible and continue employment with the host Council. Once the Cadet is working within the Council, it is imperative to invest, support, nurture and develop the Cadet. Again to be able to retain a Cadet, the cadetship program must be flexible and must provide a combination of attractive retention elements.

Key criteria to retain quality Cadets include:

- Quality Induction Program
 - The first three (3) months are critical when introducing the Cadet to the Council and the workforce culture. Making the Cadet feel welcome, important and having key persons address them is important eg. Mayor, CEO, Divisional Managers. The Cadet should have a very clear understanding of the cadetship program elements and the expectations of them and of Council.
- Structured & personalised professional development program
 - The Cadet should have the ability to have input into the development of their personalised professional development program. This could include technical and personal development issues as well as attempting to organise in-house training during semester breaks so the Cadet is not overwhelmed with training on top of studying.
- Friendly and supportive workplace culture including management and peers
 - Cadets need to feel they are wanted and are supported by management and are recognised and rewarded by the organisation for their performance.

- Exposure to a wide variety of tasks and opportunity to tailor advancement to areas of interest and skill
 - Exposure to variety of work is considered important for keeping interest levels high of the Cadet. Over time, the Cadet will gain an appreciation for the wide scope of duties for the environmental health profession and will be better skilled at making a personal decision about work interest disciplines.
- Access to a mentor and supervisor
 - Cadets will need access to supervisors and mentors for help and advice. This will include technical, personal and HR related issues.

In 2001, a study conducted by SEEK, a web based job site, highlighted that organisations that were successful in retaining graduates provided structured in-house training, formal rotation through different divisions and provided professional and personal support.³

The Australian Association of Graduate Employers (AAGE) 2007 reports that organisations with structured learning and development plans for graduates have a retention rate of around 80% as compared to only 50% for organisations without such programs.

These two (2) studies highlight a very important factor for the retention of graduates and Cadets - ***develop a structured learning and development program and Cadets will stay.***

2.3 Other Criteria to be considered

There are many key criteria that need to be considered when developing a cadetship program. Below is a sample of some of the issues that need to be addressed.

1. *What security of tenure will the host organisation have of the Cadet after graduation and what should be the expected timeframe?*

A Council should expect that the Cadet will work for the Council after graduation for a specified period of time. The current Queensland Council benchmark is a minimum of three (3) years full-time service. However, this varies from Council to Council. Some Councils look for a return to service that is equal to the full time study period. Other Councils do not have a return for service requirement but do go out of their way to encourage the Cadet to remain with Council after graduation

If a Cadet resigns or breaches this timeframe agreement, then the Cadet should be required to repay the Council an early termination payment. Appendix B (clause 10.2) gives guidance for an early termination calculation payment. There will need to be flexibility built into this “tenure after graduation” arrangement to cater for circumstances where a person wishes to take a holiday (for an extended period of time) immediately after graduation.

³ Graduate Retention Strategies: Insight into best practice. SEEK, 2001

2. *What costs may be incurred by the Council?*

The benchmark is for a Council to cover all costs associated with University training including HECS, administration fees and a text book allowance plus any travel expenses to the University from the workplace or vice versa. Other expenses will include the nominated base pay level and may include the assisted purchase of a computer. Appendix A gives guidance about what other Council cadetship programs deliver across Australia and **Section 3** of this report details HECS and University expenses.

3. *What study arrangements are appropriate?*

Environmental Health Officer Cadets should enrol in an EHA accredited University course of study. Currently there are courses available in most States of Australia at both the undergraduate and postgraduate levels (refer to http://accreditation.eh.org.au/accred_uni.php for further details). The undergraduate courses are suitable for students who are school-leavers or mature-age students who do not hold an undergraduate degree. The postgraduate programs are designed for students who hold an appropriate science or health-based undergraduate degree and who are looking to transition into environmental health professional practice. Each of the undergraduate and postgraduate course options has benefits and limitations. For example, undergraduate courses require three (3) years of full time study whereas the postgraduate courses generally require one year of full time study (or two (2) years part time). Therefore, the postgraduate courses provide a fast-track way of transitioning students into environmental health practice, however the undergraduate courses will attract school-leavers and so are better for Council wishing to 'grow their own' employees.

The delivery mode of the courses also needs to be considered. Some courses are available in internal mode (i.e. the traditional on-campus attendance mode). In these cases, for Cadets to work while they are studying, they would have to be employed by a Council that is relatively close to the University. For these types of courses, Cadets could also study full-time during semester and then work full-time for their Council out of semester. In contrast, some courses are available in external mode (ie. by distance learning). These programs are ideal for Cadets whose employer is not close to the University, however there is usually some on-campus attendance required throughout the course, generally in block mode. In these cases, the Cadets would have to travel to the University for these on-campus block sessions.

4. *What employment arrangement options are available?*

A Cadet has the following options:

- i. Full time work : Part time study,
- ii. Part time work : Full time study,
- iii. Part time work : Full time study during semester and full time work during semester breaks, or
- iv. Part time study : Part time work.

5. *Should a cadetship position(s) be included within establishment or above establishment workforce positions?*

Research conducted of a number of Council's indicates that the majority of cadetship positions are appointed 'above establishment'. This means that Councils have a set number of qualified EHOs with a separate program for the Cadets. Cadets are appointed above establishment as the Councils recognise that the Cadets form part of the developing workforce of the future of the Council and largely provide support to the existing permanent workforce. Cadets are not seen to be replacing existing permanent experienced workforce positions with less qualified, cheaper employees. The budget for these positions can come from a variety of sources from within Councils including: unfilled permanent positions, additional funding made available for cadetship programs, additional expected revenue streams eg. Enforcement programs or money not required as projects are completed. Therefore it is recommended that a Council consider the appointment of cadetship positions above establishment.

6. *Can a Council automatically appoint a Cadet (close to graduation) to a permanent position if a suitable permanent position becomes available?*

This is a significant issue for Cadets and there needs to be some good link between workforce planning and permanent positions availability at graduation. Options open to Councils include:

- i. Appoint a Cadet to a permanent position ahead of vacancy before they graduate.
- ii. Set aside the position until the Cadet has graduated.
- iii. Appoint the Cadet but on Cadet wages until they graduate
- iv. Appoint the Cadet at the EHO level and pay the equivalent package but not give make them an authorised person until the graduate.

7. *Can a Council extinguish the cadetship agreement with an individual at any time if the Council considers the Cadet has not performed in accordance with cadetship agreement?*

Yes, at the discretion of the Council. It is therefore critical that Council's expectations of the Cadet are clearly outlined in the contract. For example, many Councils will specify that failing any subject at University may result in the cadetship being terminated, Councils may also make it clear that the will not pay for any studies that the Cadet fails.

8. *Can a Cadet study from a University in another State?*

Yes. The terms for travel expenses and related costs will need to be clearly defined in the terms of engagement within an agreement.

9. *Can a Cadet be appointed as temporary employee or under a workplace agreement and what is the impact on their package?*

Either option can work. Most Council's appoint under a workplace agreement. A number of larger Council's appoint as Cadets as temporary employees.

Councils should also consider the appropriate wage/package of the Cadet. Some workplace agreements specify Cadet wages, others don't. The Council needs to consider they level of responsibility and progress through the University course against the industrial award.

10. *Can Council condition the cadetship that any the Council projects undertaken as part of their study, must be of benefit to the Council.*

Yes they can, In these circumstances Council through the Cadets supervisor agree on the topic to ensure that there is benefit to the Council.

These are just a sample of some of the issues a Council will need to consider when planning and implementing a cadetship program.

Appendix A gives a summary of the various cadetship models in place across Australia and **Appendix C** is a summary of the type of key criteria used by some Council's across Queensland.

2.4 Cadetship Supporting Documentation

A range of supporting documentation will be required to support the cadetship program. This will be around marketing of the program, recruitment, selection criteria, contractual agreements, human resource policies.

Examples of documents that will be required to support marketing and recruitment strategies are listed below:

- Appendix B (Example EHO Cadet Workplace Agreement)
- Appendix C (Example EHO Cadet Position Description)
- Appendix D (Example EHO Cadet Recruitment Advertisement)
- Information brochure/DVD/web info.

3.0 University Partners

It is critical to have a close working relationship with the learning institution that is providing the training for the Cadet. In Queensland four (4) universities have been identified that support an Environmental Health Officer (EHO) cadetship program. There are other external courses offered in other States though these courses do not address the Queensland environmental health legislative system and process.

Councils must consider that not all of the four available Queensland courses are accredited by the Environmental Health Association (EHA). At the time of writing this paper, two (2) of the four courses were seeking accreditation. Updates on the accreditation of the courses are available at http://accreditation.eh.org.au/accred_uni.php. Councils must take into account the accreditation of courses as apart of their risk management strategy for their Cadet program.

3.1 Undergraduate Program

Three (3) universities offer undergraduate programs, namely

a. Griffith University (GU) – Accredited by EHA

Griffith University offer a three (3) year full-time EHO Accredited undergraduate environmental health course with an on-campus training program at the Gold Coast Campus.

Costs are calculated per student per year of study at 2008 rates as follows:

HECS:	\$14,000
Books:	\$740

Griffith University currently have students in cadetship programs with Councils across Queensland.

There is a 20% discount for Student Contributions that are paid up front.

Additional info: www.griffith.edu.au/health/school-public-health/programs-courses

Benefits of Cadets studying with GU are:

- Cadets who reside and work in South East Queensland (SEQ) will reduce time and travelling expenses.
- GU can use a SEQ host Council as a place for site visits.
- A Council in SEQ can have close contact with GU students and therefore have greater leverage to recruit Cadets and graduates.
- Cadets undertake a research paper that can form part of their Council work, that in return, may benefit the Council

b. Central Queensland University (CQU):

Central Queensland University offers a three (3) year full-time environmental health course that is yet to receive EHA accreditation (at the time of drafting this document). All of the environmental health places in the CQU program are Federal Government part funded, with student contributions through HECS. Cadets in metropolitan and regional areas are greatly encouraged to do this program as CQU offers the course fully external. The amount paid in HECS will vary depending on a number of factors, however it is estimated the total HECS per student per year is:

HECS: \$20,000 - \$21,000.
Books: \$500 - \$800

There is a 20% discount for Student Contributions that are paid up front.

Additional info: www.content.cqu.edu.au/FCWViewer/view.do?page=11242#
(Primary Industries and Environment link)

Students must attend a number of residential schools throughout the course of the program and this ranges from three (3) days to two (2) weeks, usually lasting about five (5) days per semester. Any accommodation and travel arrangements are the students' responsibility. This equates to a mandatory minimum two (2) weeks full-time away from the workplace a year.

CQU may recognise other qualifications Cadets may have obtained whilst in the workplace or in other vocational employment. CQU will offer exemptions of subjects if applicable, so the Cadet can complete the course earlier. Examples of a course eligible for subjects' exemption include the LGAQ Diploma (Health & Environment) course which provides the equivalent of six (6) months credit.

Benefits of Cadets studying with CQU are:

- CQU offer the environmental health course externally. This means an Environmental Health Officer (EHO) Cadet could have more available time to work for the Council and would not have to work around a structure lecture/tutorial timetable.
- The Council could appoint an environmental health mentor to oversee the Cadets study development to ensure completion of study tasks.

c. Sunshine Coast University (SCU)

The University of the Sunshine Coast offers a three (3) year full-time undergraduate environmental health course that has only received conditional EHA accreditation (at the time of drafting this document). The course is held on-campus at the Sunshine Coast campus.

All of the environmental health places in the SCU program are Federal Government part funded, with student contributions through HECS. Cadets in the south-east Queensland are greatly encouraged to do this program as SCU offers the course

fully internally. The amount paid in HECS will vary depending on a number of factors, however it is estimated the total HECS per student per year is:

HECS: \$20,000 - \$21,000.
Books: \$500 - \$800

There is a 20% discount for Student Contributions that are paid up front.

Additional info: www.usc.edu.au/Students/Handbook/Undergrad/SC313/SC313.htm

SCU may recognise other qualifications Cadets may have obtained whilst in the workplace or in other vocational employment. SCU will offer exemptions of subjects if applicable, so the Cadet can complete the course earlier. Examples of a course eligible for subjects' exemption include the LGAQ Diploma (Health & Environment) course.

Benefits of Cadets studying with SCU are:

- Cadets who reside and work in South East Queensland (SEQ) will reduce time and travelling expenses.
- SCU can use a SEQ host Council as a place for site visits.
- A Council in SEQ can have close contact with SCU students and therefore have greater leverage to recruit Cadets and graduates.

Cadets undertake a research paper that can form part of their Council work, that in return, may benefit the Council.

3.2 Post-Graduate Program – Accredited by EHA

Only one QLD University offers a post graduate program - Queensland University of Technology (QUT).

QUT offer a one (1) year full-time or two (2) year part-time EHA accredited Graduate Diploma in Environmental Health. This course is for persons with an existing undergraduate degree preferably in a related Science or health field (with the degree required to have a minimum level of basic science content). This course is ideal for persons who hold an existing undergraduate degree and are wanting to fast-track transition into Environmental Health professional practice. This course is available in both internal and external (i.e. distance education) study modes.

QUT is an ideal set-up for Council that needs to establish a cadetship with a student who has an undergraduate degree in a related science background and the local governments would benefit two-fold by:

- 1) Employing someone with existing skills (if the person has an environmental science background they would be well suited for environmental protection/management work immediately); and
- 2) The environmental health specific training takes only two (2) years part time or one (1) year full time (eight units).

The main costs are the enrolment fees for each unit and then textbooks/printing costs for study guides/readings, and then travel and accommodation for the intensive study blocks (11 days over the course, generally one study block each semester of between three (3) and four (4) days).

All of the postgraduate courses are currently full fee paying courses and this means that the standard rates apply to the course. Faculty of Health courses at 2008 rates are:

\$6480 per semester full time for 2008
 \$3240 per semester part-time
 Total \$12,960 for 1 year full-time graduate.

Additional info: www.courses.qut.edu.au/cgi-bin/WebObjects/Courses.woa/wa/selectMajorFromMain?pres=sf&courseID=10118

Benefits of Cadets studying with QUT are:

- A fast track mechanism for a person with an undergraduate degree to become a qualified EHO is to undertake this course. The person could graduate within one (1) year full time with an accredited postgraduate qualification that builds on their undergraduate degree.
- The person would bring additional background qualification skills to the Council.

The above described universities were the only universities investigated for the preparation of this report. Other universities across Australia that do offer an EHA accredited environmental health program that could be used to support an EHO cadetship program are:

Undergraduate Courses:

- | | |
|--------------------------------|-----|
| • University of Western Sydney | NSW |
| • Swinburne University | VIC |
| • La Trobe University | VIC |
| • Curtin University | WA |
| • Edith Cowan University | WA |
| • Batchelor Institute | NT |
| • University of Tasmania | TAS |

Postgraduate Courses:

- | | |
|-----------------------|----|
| • Curtin University | WA |
| • Flinders University | SA |

4.0 Forward Strategies

Below is a list of strategies for consideration by a Council considering developing an EHO cadetship program:

1. Develop an EHO cadetship program considering a range of strategies listed within this report. Example strategies may include:

- a) Appoint Cadets as temporary employees under a flexible work/uni balance arrangement. A Cadet temporary employee position is an established position approved by Council with its own award entitlement criteria.

Benefits: Cadets can be employed on top of establishment EHO numbers and a temporary position can be created or extinguished quickly and easily if the Cadet doesn't work out. A temporary appointed Cadet can be appointed to a permanent position ahead of vacancy if circumstances arise. Any unused budget for any permanent positions may be used to cover temporary position shortfall.

Risks: If a Cadet doesn't work out, the Council may not be able recover expenses from the Cadet after they leave unless these provisions are detailed within the employment conditions. A regular performance assessment appraisal process would need to be conducted to ensure a Cadet maintains compliance with the Council's employment and study requirements. The Council must also have the capacity and "will" to carry temporary appointments above establishment during cadetship program period.

- b) Appoint Cadets under a "Cadetship Workplace Agreement".

Benefits: The criteria of a Cadetship Workplace Agreement can be developed to suit individual circumstances. The Council can have the ability to recover expenses from the Cadet if required. The Agreement can be easily entered into or broken.

Risks: A Cadetship Workplace Agreement can be complicated to co-ordinate if the Cadet has special needs and requirements. An example of this could be if the Cadet is studying at a University in another State or has cultural and specific needs.

2. Which University should a Council partner with?

- a) The Council could partner with Griffith University (GU) that offers an on-campus environmental health program.

Benefits: Griffith University is based in South-East Queensland with campuses at Logan and Gold Coast. Cadets will have minimal travel time and expense to and from campus if they reside and work in SEQ. The Council can have direct involvement in delivery of the learning program. GU University costs are competitive.

Risks: Not available in external mode and so non-metropolitan and regional Cadets would have to live away from home for each semester and would not be able to work for Council during the semester.

- b) The Council could partner with Central Queensland University (CQU) that offers an external environmental health program.

Benefits: The Cadet could complement work and study within the Council workplace. This could mean reduced costs for the student and the Council can have direct involvement in delivery of the learning program and weekly mentoring of the cadet. CQU University costs are higher than GU, however a proportion of fees are subsidised.

Risks: Cadets must attend one (1) session per semester of five (5) days residential school at CQU in Rockhampton during program at the Cadet's expense though this is dependent upon the Cadet's employment contract with Council.

- c) The Council could partner with QUT that offers a post graduate environmental health program.

Benefits: The program is available in both internal (on-campus/traditional) and external (distance learning) study modes. The person could graduate within 1 year full time with an accredited postgraduate qualification. QUT is the recommended option for students who already hold an appropriate undergraduate degree and the person would bring additional skills to the host Council.

Risks: Cadets must attend one (1) session per semester of 3 to 4 days residential school at QUT in Brisbane during program at the Cadet's expense.

Note: It is advised that these options and strategies are a guide only and any Council should conduct their own comprehensive research and costing analysis before making any decisions.

5.0 Recommendations

The Environmental Health Association (EHA) recognises that these recommendations should be considered incorporating existing Council's current employment award and entitlements, HR policies and procedures including Enterprise Bargaining Agreements.

It is recommended that Council's:

1. Develop an EHO cadetship program considering the range of options presented within this report including key criteria and forward strategies. It is recommended that a cadetship program include the following key elements:
 - A flexible workplace "security of tenure" agreement.
 - Competitive Pay rate commensurate with University experience and work tasks performed.
 - Paid 100% HECS and University fees and study allowance for travel, text books and computer expenses.
 - Lifestyle (flexible work/University life balance). *(This includes a minimum set hours eg. 15 hours work for Council during the week in any month).*
 - A clearly supportive work environment with opportunities for future career development pathways.
 - Quality Induction Program.
 - Structured & personalised professional development program.
 - Friendly and supportive workplace culture.
 - Exposure to a wide variety of tasks and opportunity to tailor advancement to areas of interest and skill. *(Rotation work program established).*
 - Access to a mentor and supervisor
 - Travel expenses and travel time to assist students to attend university.
2. Commence discussions with a University of choice to partner in a cadetship training program. Topics for discussion could be:
 - Alignment of theory and field activity learning outcomes
 - Explore resource sharing opportunities
 - Costs.
3. Develop a marketing strategy for the recruitment of potential Cadets in:
 - Local Schools
 - Local and National Universities
 - Current Environmental Science students & graduates
 - National Career and Trade expos
 - Overseas countries University Environmental Health programs.

Appendix A

Summary of Cadetship Models across Australia

Appendix A: Summary of Example EHO Cadetship Models across Australia

Below is a summary of a sample of the different models and structures that Councils and Universities have developed to support EHO Cadetships across Australia.

Queensland:

1. **Brisbane City Council (BCC):**

BCC has established a “corporate” & “divisional” cadetship program where the objective is to get the cadet graduated in the shortest time possible and give the cadet as much exposure to the type of work the cadet will be doing when they graduate. The BCC philosophy is that Cadets are very important to the future of the Council and recognise that building pathways for individuals to enter the Council and developing a professional development program for each person is essential for retention of staff.

The EHO Cadet is appointed as a temporary employee and students in the 2nd and 3rd year degree University course are targeted. Once the Cadet completes the cadetship program, they are rolled over into the 2 year graduate program and appointed as a permanent employee. If no permanent vacancies exist at the time the Cadet graduates, BCC will appoint the Cadet into a permanent position ahead of vacancy.

The Cadet is only paid for the hours they work in BCC and the budget allocation is that the Cadet will perform on average 2 days per week for the life of the cadetship program. It is expected that the Cadet will attend 14 hours and 30 minutes per week and be supported in full time employment during semester breaks. The Cadet has the flexibility to work within a uni/life balance arrangement. All funding for the “corporate” cadet including training, wages, 100% HECS, Superannuation, University fees, \$220 book subsidy per year etc is allocated from the “corporate” cadetship budget and funding for the “divisional” cadet is funded from the divisional cadetship budget. Divisional cadetships are only applicable for EHO’s as BCC has an EHO Learning & Development Officer who supervises the program.

The EHO “corporate” Cadet is paid a percentage of Band 4 level depending on year of study for example:

- 2nd year EHO Cadet 65% of Band level 4,
- 3rd year EHO Cadet 70% of Band level 4.

Corporate Cadets are recruited annually and Divisional Cadets are recruited as needs arises.

For further information consult:

www.brisbane.qld.gov.au/bcc:careers

2. Townsville City Council

Townsville City Council currently runs a cadetship program both corporately and within Environmental Health Services. The program has been running for 11 years in total. Currently Environmental Health Services have six cadetship positions in their permanent structure.

The cadetship is offered to local residents only and requires that they either enrol full time into university or enrol part time on an external course. The maximum time is three years.

Council offers the cadets a contract which covers their time of study and benefits provided and then a guaranteed appointment following successful completion of the course. The initial contract of employment after graduation reflects a "return of service".

Cadets are offered within the contract the following:

- \$1000 per year for travel;
- \$250 per week whilst studying;
- Level 2 as a pay rate for employment during semester breaks or whilst working for council (depending on experience);
- Level 3-5 appointment on successful completion of the course.

Results are required each semester to track the cadet's academic progress and to plan future professional development.

Whilst training as a cadet and then for the first year after graduation, the cadet is part of the Council and Environmental Health cadet scheme. The scheme requires that certain corporate courses and training is completed and incorporates a specific "on the job" element for the service unit area.

This job specific training is monitored by the Supervisor Environmental Health on a monthly basis and requires that the cadet completes a log book of the work that they are completing. Evidence is required to "prove" that they are completing these elements. This includes all aspects of environmental health, from carrying out inspections to drafting and serving formal notices, to complying prosecution reports and the role of the EHO within court.

For further information contact:

Melissa McKeown
 Manager Environmental Health
 Townsville City Council
 86 Thuringowa Drive
 Kirwan Qld 4817

Telephone: 0747738832
 Fasclime: 07 47279054
 Email: melissa.mckeown@townsville.qld.gov.au

3. Central Highland Regional Council (CHRC)

Central Highland Regional Council wound up its cadetship program due to the difficulties in recruiting a cadet that would undertake a 6 year part time course. Now they have a similar program to Gladstone Regional Council which employs a person with an undergraduate degree and has the right aptitude attitude to the environment and/or health.

The Cadet then as a condition of full time permanent employment undertakes the QUT post graduate course. The Council will pay the HECS fees after each course is successfully undertaken. However, the FBT liability of paying fee in this manner are substantial to Council and is a potential future problem that must be addressed.

The cadet is employed as an EHO Cadet at the 2.4. Award level with discussions underway to make this pay commiserate with progression through the QUT post graduate course. The Cadet is a permanent Council employee with an allowance of 5.2 hours per week for study. They are part of the establishment staff. Their duties are risk managed dependent upon the experience of the Cadet

The Cadet is bound to Council for a subsequent 12 months once completing the QUT course.

For further information contact:

Manager Environmental Health
Central Highlands Regional Council
65 Egerton Street
Emerald Qld 4720

Telephone: 07 4982 8318
Fax: 1300 242 687,

4. Gladstone Regional Council

Gladstone Regional Council does not have a cadetship program. However, it does have an EHO cadet program. This program enables the Council to employ a person with a health or environmental undergraduate degree. The Cadet then as a condition of full time permanent employment undertakes the QUT post graduate course. The Council will pay 50% of the HECS fees after each course is successfully undertaken as well as the residential school and travel costs. As part of the employment package, the Cadet is granted a 9 day fortnight and four (4) hours study per week within working hours.

The cadet is employed as an EHO at a minimum of level 4 in the Award and is bound to Council for a subsequent 12 months once completing the QUT course. Their duties are risk managed dependent upon the experience of the Cadet.

For further information contact:

Brooke Barnes
Coordinator Environmental Health
Gladstone Regional Council
101 Goondoon Street
Gladstone Qld 4680
Telephone: 07 4970 0771
Fax: (07) 4972 3381

Western Australia (WA):**1. Curtin University**

Several Local Governments (LG) in WA offer cadetships to students however it is very much an ad hoc type of arrangement, with each LGA tailoring contracts to fit in with their requirements. All LGs are aware of Curtin University timetable and students study commitments when they are taken on.

Curtin University course has 3 professional practice units, in semesters 3, 4 and 5. To meet the requirements of the first 2 units, students are required to spend one day per week in a Local Government setting (approx 11 days per semester). The final professional placement is actually one week full time in a rural/remote LG – this is done in the break between semesters.

All students get LG placements but those who want a traineeship have to apply on a competitive basis with other students so these places are granted on merit and performance at interview. The timetable for second and third year students allows 2 days free of classes – one day where they do their compulsory placement and then another day so that those students who have traineeships can work. Generally traineeships are for 2 days per week. The LGs have their own arrangements with the students and some students may work full time in the breaks while others may work part-time or not at all.

Curtin University provide students with a checklist of skills and competencies that are expected to be achieved or completed during their three (3) placements. If any of these are lacking at the completion of their units (and some are as experiences vary greatly between LGs), Curtin University organise visits to fill in the gaps.

For more info on Curtin University , contact:

Toni Hannelly
School of Public Health Faculty of Health Sciences
Curtin University of Technology
GPO Box U1987 Perth Western Australia

Telephone +61 8 9266 2083
Facsimile +61 8 9266 2358
Email t.hannelly@curtin.edu.au

2. City of Fremantle Council:

Fremantle Council offer cadetships for a second year or third year student on a part time basis of 15 hours a week. The cadetship lasts for the duration of their last years of study and employment is not guaranteed with the City due to budget and senior management constraints.

The work conducted at the City is generally of a technician/assistant level of work to collect food and water samples and carry out small project work (e.g. rodent baiting program). In addition, the student coordinates with EHOs on their days of attendance to carry out inspections and investigation with the EHOs in relation to all other environmental health work (i.e. supervised). The supervised environmental

health work forms the professional practise component of the student's undergraduate course. The student is required to prepare reports for their tutors that have been checked and signed by the EHOs at the work place.

For more info on the City of Fremantle program, contact:

Joseph Zappavigna
Senior Environmental Health Officer
City of Fremantle
Town Hall Centre
8 William Street
Fremantle WA 6160

Telephone +61 8 9432 9765

South Australia (SA):

1. Salisbury City Council:

Salisbury City Council has developed a set of Protocols for the cadet EHO to assist and inform them on suitable and acceptable practices whilst undertaking field visits and inspections and dealing with members of the public. A summary of these protocols is listed below:

Extent of authority

It is important to remember that as a Council employee you are bound by corporate codes of professional conduct and the extent of your legal authority.

Conduct on Field visits/Inspections/Meetings

When assisting EHO's during work related matters such as Field visits, Inspections, or Meetings, or participating in training the cadet is required to take notes, make observations and follow directions and instruction from the EHO.

Working Alone

When it has been determined that the cadet has developed suitable knowledge and skills the cadet will be provided the opportunity to undertake activities involving complaints and inspections on their own.

For more information contact:

John Darzanos
Manager Environmental Health and Safety
Salisbury City Council

Telephone: (08) 840 68240
Mobile: 0401 984 793
Fax: (08)828 15466
Email: jdarzanos@salisbury.sa.gov.au
Website: www.salisbury.sa.gov.au

2. Mitcham City Council:

The Mitcham Council has run a Cadetship for Environmental Health the past three years. The advert is distributed by the course co ordinator at Flinders University to second and third year students in the Science degree Environmental Health. The Council looks for a student that usually has only a few subjects left to complete their degree so they are able to work at least 15.2 hours a week, maximum of 22.5 Hours a week over a 12 month period.

Most of the cadets work three regular days a week (eg Tuesday, Wednesday and Thursday but are flexible enough to change if something out of the ordinary comes in). Council offers the Cadetship only on a 12 month basis, to provide the cadet with a better opportunity to get work ready with a reasonable level of practical experience. All cadets have had no trouble getting employment within a short period after completing their cadetship.

The pay rate is determined by their HR section, but is based on SA Public Sector Salaried Employees Interim Award, Casual rate (25% loading) = \$18.96 per hour. Mitcham City Council does not cover any of the student HECS or University expenses.

The Council offers an annual cadetship and tries to expose the Cadet to as much practical experience/ field work as possible under strict supervision.

For more information contact:

Stephen Saffin
Manager Environmental Services
Mitcham City Council
131 Belair Road
Torrens Park SA 5062

Telephone: +61 8 83728817
Fax: +61 8 83728101
Mobile: 0411861011
Email: ssaffin@mitchamcouncil.sa.gov.au

Tasmania:**1. Huon Valley Council**

For more information contact:

Telephone: (03) 6264 0350
Website: <http://www.huonvalley.tas.gov.au/site/page.cfm>

New South Wales (NSW):

1. Wollongong City Council

Wollongong City Council has had a cadetship program for 15 years. In 2008, Council had 18 cadets in Council working in various disciplines including IT, engineering, environmental science, planning and geotechnical.

The cadetship program has an annual budget of \$1.5million. Cadets are shared with neighbouring Councils to enable cadets to obtain broad skills and experience. Wollongong has a structured rotation program for cadets through the various work locations within Council. This is co-ordinated by a central cadetship HR co-ordinator.

The Council has a strong working relationship with the local TAFE and Hunter Valley University.

For more information contact:

Roger Hope
Wollongong City Council
41 Burelli St
Wollongong, NSW 2500

Telephone: 02 4227 7076

Fax: 02 4227-7277

Webpage: <http://www.wollongong.nsw.gov.au/>

Appendix B

Environmental Health Officer Cadetship Agreement Example

Appendix B: Environmental Health Officer Cadetship Agreement Example

The appointment of a cadet is different than the normal appointment of staff, and therefore an agreement needs to be established between the cadet and Council about the terms of employment.

A workplace agreement has legal standing and is a contract between two parties. The following Table lists subjects that could be used in an agreement between the Council and the cadet.

Table Two
Clauses to Consider in an Environmental Health Officer Cadet Agreement

Purpose	Dispute resolution
Between two parties	Notice and demands
Introduction	Address details of student
Term of contract	Address details of Council
Definitions	Compulsory fee reimbursement
Duties of an EHO cadet	List details regarding course of study
Interpretation	Performance appraisals
Eligibility / Selection	Membership of Professional organisations
Commencement and Termination of Contract	Hours of duty
Assistance and Vacation employment remuneration	Leave
Superannuation contributions	Confidentiality
Assisted student's obligations	Intellectual Property
Suspension or variation of assistance	Location of employment
Service period	Probationary period
Termination of contract	Code of conduct
Performance obligations	Signatures
Waiver Variation	

The majority of Councils across Australia use an Agreement document similar the document presented as follows:

DISCLAIMER>>

It should be noted that this draft Agreement is provided as a guide only. In constructing any Cadetship Agreement it is recommended that you liaise with your human resource section and seek your own legal and professional advice as required.

PURPOSE >>

This agreement outlines the terms and conditions that the Council and an Environmental Health Officer (EHO) Cadet agree to work together.

- The Council shall agree to the terms of this agreement
- The EHO Cadet shall agree to the terms of this agreement

This Agreement is:

Between

(**INSERT COUNCIL**) (the Council)

and

Insert name of Cadet (the Assisted Student)

Dated this ?? day of ??, 2010

IT IS AGREED**1.0 INTRODUCTION**

1. The parties to this contract are —
The (**INSERT COUNCIL**) through its Manager Environmental Health Services,
AND
(*the Assisted Student*) of (**Address**) in the State of Queensland.
2. This contract is governed by and construed according to the law of the State of Queensland, and the parties agree to submit to the jurisdiction of the courts of the State of Queensland.
3. Despite anything said or written prior to the signing of this contract, this contract constitutes the entire terms agreed on between the parties and supersedes any prior arrangements between them. It is agreed there are no promises, terms, conditions or obligations, oral and written express or implied other than those contained in this contract except to the extent that any term, condition or obligation implied by law is not able to be excluded.

2.0 DEFINITIONS

In this contract—

“assistance” means the assistance provided by the Council to the Assisted Student pursuant to clause 6.0.

“commencement date” means [Insert date of commencement of this contract].

“degree” means bachelor degree of Applied Science (Environmental Health). If another course is agreed to, that course should be entered into here.

“period of assistance” means the period commencing on the commencement date and concluding on the date the Assisted Student successfully completes the degree.

“termination date” means—

- (a) where this contract is breached as described in clause 10.1 – the date specified by the Manager Environmental Health Services, by notice under clause 10.1, as the date of termination of this contract; or
- (b) otherwise – the date the Assisted Student complies with the provisions of clause 9.0.

3.0 INTERPRETATION

- 1. In the interpretation of this contract, unless the context otherwise requires—
 - (a) the singular includes the plural and vice versa;
 - (b) the heading of the clauses have been inserted for convenience only and are not intended to be part of or to affect the meaning or interpretation of any of the terms and conditions of this contract;
 - (c) a reference to a statute includes all regulations under and amendments to the statute, whether by subsequent statutes or otherwise and includes statutes passed in substitution for the statutes referred to or incorporating any of its provisions;
 - (d) where a word or phrase that is given a particular meaning in this contract, other parts of speech and grammatical forms of that word or phrase in this contract have a corresponding meaning;
 - (e) a reference to a clause is a reference to a clause in this contract; and
 - (f) a reference to the Council includes a reference to an employee of the Council who is authorised to act on its behalf in matters pertaining to this contract.
- 2. If any term or any part of a term of this contract is determined to be invalid, unlawful or unenforceable, then that term (to the extent that it is invalid, unlawful or unenforceable) must be severed from the remaining terms. The remaining terms continue to be valid and enforceable to the extent permitted by law.

4.0 ELIGIBILITY

- 1. Applicants must be enrolled in a Bachelor of Applied Science (Environmental Health) or the Postgraduate Diploma Environmental Health.
- 2. Achieve satisfactory grades, which must be submitted each semester for review by to Council.
- 3. Applicants must be a resident of ???
- 4. Applicant will be subject to performance appraisals throughout the cadetship.
- 5. Applicant must complete all studies within 3 years.

5.0 COMMENCEMENT AND TERMINATION OF CONTRACT

- 1. This contract commences on the commencement date.
- 2. Council can cancel the agreement at anytime should academic results or work performance become unsatisfactory.

3. Unless sooner determined by the Manager Environmental Health Services under this contract, this contract terminates on the termination date.

6.0 FINANCIAL ASSISTANCE AND VACATION EMPLOYMENT REMUNERATION

1. Subject to this contract, the Council agrees to provide to the Assisted Student the assistance specified in clause 6.3 for the duration of the contract.
2. The Council is only required to pay the financial assistance referred to in clause 6.3 and 6.4 if the Assisted Student has provided the Manager Environmental Health Services with evidence that the Assisted Student has met the obligations of this Contract.
3. The financial assistance payable as follows >>

[Insert amount] for each study week and examination week in a semester. The amount is payable after proof the subjects undertaken in that semester have been passed.

Reimbursement of travel costs from [Insert location] to the University of up to [Insert amount] per annum (At the discretion of the Council)
4. In addition to any financial assistance, the Assisted Student will be offered employment at Council during the University vacations. During periods of vacation employment with Council, the remuneration will be determined by the Manager Environmental Health Services according to the level of study completed and practical skills. The minimum pay will be that of a Local Government Officer Level 1A (casual).

7.0 ASSISTED STUDENT'S OBLIGATIONS

The Assisted Student agrees to

- (a) be eligible to be awarded the Bachelor of Applied Science (Environmental Health) or Postgraduate Diploma in Environmental Health which would gain full membership to the Environmental Health Australia and allow that person to practice as a fully qualified Environmental Health Officer, upon completion of qualification specified in clause 4.1.
- (b) pursue studies to ensure the Bachelor degree is completed in no more than three years from the commencement or in no more than two years from the commencement of the Postgraduate diploma.
- (c) during the period of assistance advise the Manager Environmental Health Services in writing of any material change in the Assisted Student's circumstances which may affect the amount of time to be taken to complete the degree/postgraduate diploma;
- (d) diligently and efficiently undertake the assessment tasks and studies in order to complete the degree/postgraduate diploma;
- (e) duly observe and comply with the Statutes, Regulations, Rules and By-Laws of the University during the period of Assistance;

- (f) in each academic year, pass (according to the rules of the University) all subjects undertaken as part of the Degree/postgraduate diploma prescribed by the University;
- (g) The applicant must choose a final year project that will satisfy the needs of Council and the Assisted Student.
- (h) during the period of assistance, keep the Manager Environmental Health Services informed of all subjects undertaken and provide the Manager Environmental Health Services with a certified photocopy of results achieved in each subject as soon as possible following publication to the Assisted Student of those results;
- (i) for the duration of this contract advise the Manager Environmental Health Services in writing of any changes to the Assisted Student's residential and postal address.
- (j) keep any information secret and confidential, except to the extent that the cadet is required by law to disclose it.
- (k) take all reasonable and necessary precautions to maintain the secrecy and prevent the disclosure of information
- (l) not disclose information to any third party without first obtaining the written consent of the Council except in the ordinary and proper course of employment with the Council.
- (m) any intellectual property rights in relation to any of the material, shall remain the property of the Council.

8.0 SUSPENSION OR VARIATION OF ASSISTANCE

8.1 If the Assisted Student does not comply with a provision of clause 7.0, the Manager Environmental Health Services may, by notice elect to do either or both of the following:

- (a) suspend the provision of assistance to the Assisted Student;
- (b) decrease the amount of assistance to be provided to the Assisted Student.

8.2 If –

- (a) the Manager Environmental Health Services elects to take action under sub-clauses 8.1; and
- (b) during any period in which assistance has been suspended or decreased, the Assisted Student further does not comply with a provision of clause 7.0, the Manager Environmental Health Services may, by notice elect to either –
 - (c) take additional action under sub-clause 8.1, or
 - (d) treat the non-compliance as a repudiation of the contract (see clause 10.0).

9.0 SERVICE PERIOD

9.1 On the Assisted Student successfully completing his/her degree, the Manager Environmental Health Services undertakes to employ, or provide employment

for, the Assisted Student in a position with the Council in the Environmental Department in accordance with Award conditions and Council policies.

- 9.2 The Assisted Student undertakes to serve as an officer of the Council for a period (commencing on the date nominated under sub-clause 9.3) of three years (Or whatever Council decides to provide to the student) ("the service period") irrespective of the length of time financial assistance was provided.
- 9.3 The service period commences on a date to be nominated, by notice, by the Manager Environmental Health Services - such date being as soon as practicable after the Assisted Student completes the requirements of the Degree.
- 9.4 The Assisted Student must not change employment during the service period without first obtaining the written consent or direction of the Manager Environmental Health Services.
- 9.5 The Manager Environmental Health Services may by notice elect to extend the service period for any period during which the Assisted Student is not engaged in actual service. This period includes but is not limited to:
 - (a) a period during which the Assisted Students is absent on leave without pay;
 - (b) a period during which the Assisted Student is absent on sick leave provided that the period of sick leave must exceed the accumulated maximum period of paid sick leave applicable to the Assisted Student under the relevant industrial award or certified agreement (or the like).
- 9.6 Periods of approved annual leave or long service leave will be included as part of the service period.
- 9.7 Subject to clause 9.5(b), periods of approved sick leave will be included as part of the service period.

10.0 TERMINATION OF CONTRACT

- 10.1 If the Assisted Student does not comply with any provision of -
 - (a) clause 7.0; or
 - (b) clause 9.0,

the Manager Environmental Health Services may elect to treat that non-compliance as a repudiation of this contract and may, by notice, terminate the contract.
- 10.2 Where the Manager Environmental Health Services terminates this contract under clause 10.1, the Assisted Student must pay to the Council -
 - (a) an amount equivalent to the sum calculated under the following formula:-

$$X = TA - \frac{DS \times TA}{SP}$$

Where -
 "X" = the sum payable under this paragraph;
 "TA" = the aggregate of all sums paid to the Assisted Student by the Council as assistance under clause 6.0;

"SP" = the length of the service period under sub-clause 9.2 (in days);
and

"DS" = the number of days of the service period performed by the Assisted Student, and

- (b) the cost (including legal expenses) (if any) incurred by the Manager Environmental Health Services in pursuing recovery of this amount.

10.3 Moneys due and owing to the Council under this clause must be paid to the Manager Environmental Health Services within 14 days of a written demand being made by the Manager Environmental Health Services to the Assisted Student for payment of those moneys.

11.0 PERFORMANCE OF OBLIGATIONS

Despite termination of this contract under clause 10.0, any obligation created under this contract that is capable of taking effect after termination remains in full force and effect.

12.0 WAIVER

12.1 The failure of the Manager Environmental Health Services to require full or partial performance of any obligation under this Contract does not affect in any way the right of the Manager Environmental Health Services to subsequently require of the Assisted Student full or partial performance of that or any other obligation.

12.2 The waiver by the Manager Environmental Health Services of a breach of a provision of this contract must not be deemed a waiver of all or part of that provision or of any other provision or of the right of that party to avail itself of its rights subsequently.

13.0 VARIATION

This contract may only be varied by agreement in writing signed by both parties.

14.0 DISPUTE RESOLUTION

1. Any dispute associated with this contract will be the subject of mediation by a mediator appointed by agreement between the parties.
2. If the parties fail to agree as to the appointment of a mediator within 7 days after a dispute arises, the mediator will be appointed at the request of either party by a nominee of the Local Government Association of Queensland (LGAQ).
3. For the purposes of this clause, a dispute will have arisen between the parties when a party gives written notice to that effect to the other party.

15.0 NOTICES AND DEMANDS

Any notice or demand required to be given by or pursuant to this agreement must be given in writing and may be given by certified mail, facsimile transmission, email, or delivery to the address of the party specified below or the address from time to time

subsequently notified in writing to the other party. A notice or demand will be deemed to be given—

- (a) in the case of delivery by hand, when delivered;
- (b) in the case of facsimile transmission, when dispatched and the sender's machine indicates successful transmission;
- (c) in the case of email, when dispatched and the sender's computer indicates that that the message has been received at the recipient's email address;
- (d) in the case of certified mail, two business days after the date of posting.

Assisted Student's Address for Notices

Address:

Phone:

Facsimile:

Email:

Council's Address for Notices

Address:

Phone:

Facsimile:

Email:

The parties have executed this contract as follows—

SIGNED on behalf of the **INSERT Council**
this day of
in the presence of:

(Delegate of the Council)

(Witness)

SIGNED by
This day of.....
in the presence of:

(Assisted Student)

(Witness)

Appendix C

Examples of Environmental Health Officer Cadet Position Descriptions

Appendix C: Examples of Environmental Health Officer Cadet Position Descriptions

Table Three below lists key criteria that could be used within a position description.

Table Three
Possible Key Position Description Criteria

Title	Competencies
Position number	Personal Performance plan
Award classification / Level	General duties / Key responsibilities / Schedule of duties
Department	Qualifications and experience - essential
Section	Qualifications and experience - desirable
Date position adopted	Essential knowledge
Reports to	Non essential knowledge
Position status	Skills and attributes
Date last reviewed	Performance standards
Position Objectives, outcomes	Workplace Health and Safety
Organisational context (organisation chart)	Delegations
Employees obligations	Essential selection criteria
Employer obligations	Desirable selection criteria
Organisational relationships - internal	Multi skilling clause
Organisational relationships - external	Signatures
Extent of Authority	Conditions of Cadetship

Example 1:

Cadet EHO template Position Description:

TITLE: Cadet Environmental Health Officer
POSITION NO. :
STREAM:
LEVEL:
DIRECTORATE:
SECTION / BUSINESS UNIT:
REPORTS TO

1. POSITION OBJECTIVE

- To gain the skills, knowledge and qualifications necessary to perform the duties of an Environmental Health Officer.

2. POSITION OUTCOMES

- To complete all studies to a satisfactory standard.
- To actively and consistently engage in training and learning activities to become an Environmental Health Officer
- To learn and perform routine duties as required by legislation applicable to Environmental Health.
- Other duties as required commensurate with this classification level and other duties that are reasonably directed

3. ORGANISATIONAL CONTEXT

Insert Council Organisation structure

IMMEDIATE SUPERVISOR OF POSITION

- *Insert Supervisor position*

SUPERVISES

- Not applicable

EXTENT OF AUTHORITY

- Extensive discretion in the application of legislation and technical knowledge, within the parameters of Council Policy

DELEGATION

- As prescribed by the provisions of relevant Acts, Regulations and Council's Delegation Register.

4. EMPLOYEE OBLIGATIONS

- Commitment to becoming an Environmental Health Officer.
- Commitment to Council's Quality Direction Strategy by maintaining a culture of Best Practice as the means to improve our service delivery processes.
- Commitment to the principles and philosophy of customer service.

KNOWLEDGE/SKILLS

- A sound level of inter-personal skills relating to negotiation, conflict resolution, decision making and problem solving
- Sound standard of written and oral communication skills
- Computer literacy skills and experience with Microsoft Office Suite of applications such as word, excel, outlook, particularly on a Microsoft XP operating system
- A sound level of time management skills and the ability to manage competing needs

- Exercise responsibility for Workplace Health and Safety, Environmental Protection, EEO, Anti-discrimination and privacy obligations.

QUALIFICATIONS

- Prerequisite studies to be acceptable into the Bachelor of Applied Science (Environmental Health) or Graduate Diploma of Environmental Health or other recognised qualification.
- Current Queensland "C" class driver's licence.

WORKPLACE HEALTH AND SAFETY

- The employee has an obligation and a responsibility to ensure the employee does not place themselves or others at risk of injury or illness. So as to meet this obligation the employee shall:-
 - Adhere to Council's WH&S obligations and adopt sound work practices;
 - Follow all safe working procedures and practices designed for the employee's work;
 - So as to avoid, eliminate or minimise potential hazards when the employee becomes aware of a potential hazardous work related condition or practice, either eliminate where practical such conditions or practice, or report, or advise the employee's supervisor of same as soon as possible;
 - Ensure that instructions to protect the employee's health and safety are followed and all personal protective equipment provided is used and maintained;
 - Ensure that the risk management process is followed and that hazard inspections and risk analysis (assessment) are conducted regularly in areas which are the responsibility of the employee; and
 - Comply with any WH&S Responsibility and Accountability Statement adopted by Council from time to time.

5. DUTIES

The Cadet EHO will be required to perform a range of tasks. These tasks may include any of the following:

- Assist with the assessment of premises regulated by Environmental Health, including but not limited to:
 - The Public Health Act 2005 and associated Policies and Regulations.
 - The Food Act 2006 and associated Policies and Regulations.
 - Local Government Act 1993 and associated Policies and Regulations.
 - Environmental Protection Act 1994 and associated Policies and Regulations.
 - Dangerous Goods Safety Management Act 2001 and associated Regulations and Policies.
 - City Council Local Laws and Subordinate Local Laws.
- Assist with the investigation and resolution of complaints lodged by the public using appropriate levels of tact and discretion.
- Perform routine administrative duties, with appropriate assistance, including but not limited to:

- Assessment of applications for licences, permits and registrations as required by statute and Council policy;
 - Preparation of notices;
 - Assessment of the environmental health and/or environmental protection aspects of development applications, and environmental authorities;
 - Preparation of funding submissions; and
 - Attending to counter and telephone enquiries.
- Liaise with other Council officers, representatives of other levels of Government, contractors and the general public in regard to Environmental Health and Environmental Protection matters.
- Assist Environmental Health Officers to draft and issue statutory notices and obtain sound legal evidence.
- Assist Environmental Health Officers to draft agenda items for Council committees relating to Environmental Health, Environmental Protection and compliance matters requiring the approval or acknowledgement of Council.
- Assist Environmental Health Officers to implement, coordinate and supervise Environmental Health programs as they apply to special events, markets, festivals and shows.
- Undertake as directed special measures designed to reduce or prevent public health risk in disaster or emergency situations.
- In accordance with authorised procedures and timeframes, sample and assess the quality of the reticulated water supply and swimming pools.
- Assist actively and consistently with the promotion and community education of Public Health, Environment, and Safety issues.
- Perform such other duties as directed from time to time by the Supervisor/Coordinator for which the employee is skilled, competent and trained.
- Food Premises, Inspections & Administration
 - Administer and implement Food Safety Standards and legislation.
 - Undertake inspections of food premises, vehicles, temporary food stalls and other facilities for compliance with legislation.
 - Implement procedures for contaminated food products recalls.
 - Provide ongoing advice to commercial food handlers.
 - Undertake assessment of Development Applications for new food premises for compliance with standards.
- Inspections of Personal Appearance premises
 - Undertake inspections of skin penetration premises to ensure compliance with construction and legislative requirements.
 - Undertake assessment of Development Applications for new skin penetration premises for compliance with standards and legislation.

- Complaints Management
 - Investigate and take action regarding Environmental and Health complaints and nuisances including animal matters.
 - To assist in the management of pollution incidents, determine appropriate action, and implement environmental protection legislation.
- Water Quality Monitoring and Testing
 - Implement and undertake or audit a monitoring program for the testing of public water supplies and commercial swimming pools and spas for compliance with Standards and Local Laws.
- Waste Disposal Facilities – Environmental Rehabilitation and Monitoring and Compliance
 - Undertake environmental monitoring in accordance with Waste Environmental Management Plans.
 - To assist in the development and implementation of waste rehabilitation works.
 - To monitor and audit compliance with Licence conditions, Integrated Environmental Management System and Operational Plans.
- Administer Legislation
 - Administer and maintain an up-to-date knowledge of legislation, policies, procedures and Local Laws.
- Infringement and Legislative Notices and Orders
 - Prepare and issue infringement and legislative notices and orders, produce correspondence, maintain records and adjudicates on representations specific to applicable legislation relevant to this position.
- Consultation, Committees and Staff meetings
 - Liaise and work with Council staff and all sectors of the community and other organizations.
- Written Communication
 - Complete standard forms, prepare written correspondence, memos, reports, grant submission applications, meeting agendas, minutes and action lists. Also media releases, procedure and education material, Orders and Notices.
- Community Environmental/Health Programs
 - Assist with the development, implementation of community and health and environmental programs including World Environment Day, Tidy Towns Programs, Clean Beach Challenge and Clean Up Australia Day
- Customer Service
 - Provide effective service to customers (customers include Council and staff from other organizations and all sectors of the community and contractors).
- Core Competencies
 - Work effectively in the Local Government context (core competencies).

- Contribute to the development of strategies relating to Council's Environmental Function, in particular administration of Council's devolved and delegated responsibilities under the Environmental Protection Act and ensuring compliance with Council's Environmental Licence conditions and general environmental duty.
- Contribute to the development of strategies relating to the function of the Environmental Services Section, in particular Environmental Health, Local Laws, Licensing and Regulation.
- Respond to identified community needs by seeking funding and implementing projects.
- Be aware of, and comply with Council's Equal Employment Opportunity (EEO) and Occupational Health and Safety policies.
- Present a positive image of Council to the public
- Participate in staff training and development.

6. SELECTION CRITERIA

ESSENTIAL

- Acceptance into a Bachelor of Applied Science (Environmental Health) or the Graduate Diploma in Environmental to be eligible for admittance as a Member of the Environmental Health Australia organisation.
- Knowledge of the duties that an Environmental Health Officer working for Local Government performs.
- A sound level of inter-personal skills relating to negotiation, conflict resolution, decision making and problem solving.
- Sound written and oral communication skills, time management skills and the ability to work in a team.
- Has experience with the Microsoft Office Suite of Applications such as word, excel, and outlook. Experience with a Microsoft XP operating system is desirable.
- Willingness to comply with Council policies, procedures and other legislative requirements in relation to EEO, WPHS and anti-discrimination.

DESIRABLE

- Has a current C class driver licence

Prepared By:

Supervisor:

Date Issued:

Occupant:

Approved By:

.....

Signature of Business Unit or Section Manager

Date:

Reviewed By:

.....

Signature of Reviewing Officer

Date:

Example 2:

Position Description from City of Salisbury Council in South Australia



POSITION DESCRIPTION

Position Descriptions form a part of an integrated planning process to ensure that individual performances align with the strategic and corporate directions for the City. The Position Description also provides the basis on which selection criteria for the position are determined.

TITLE	CADET ENVIRONMENTAL HEALTH OFFICER
WORKPLACE AGREEMENT:	<i>CITY OF SALISBURY MUNICIPAL OFFICERS WORKPLACE AGREEMENT 2007 - 2011</i>
DEPARTMENT/SECTION:	DEVELOPMENT & ENVIRONMENTAL SERVICES
CLASSIFICATION:	LEVEL 2

POSITION OBJECTIVES:

- To promote and maintain standards with respect to food intended for human consumption and to ensure the proper standards of hygiene in relation to the manufacture, distribution and storage of food that is sold for human consumption.
- To promote and administer proper standards of public and environmental health and to take adequate measures to ensure the protection of public health.
- Promote and project the Council's image as an effective and efficient organisation, with a strong emphasis on customer service.

KEY RESPONSIBILITIES:

- Assist Authorised Officers with routine surveillance/investigations and appropriate control of any conditions, premises and places of potential public and environmental health significance.

- Assist Authorised Officers with investigations to resolve satisfactorily (including the service of notices and supervision of works), any adverse practice as prescribed by the Public and Environmental Health Act.
- Assist Authorised Officers acting under delegated authority to take adequate measures and to give directions as are reasonably necessary to ensure –
 - the observance of proper standards of hygiene in relation to the sale of food and the manufacture, transportation, storage and handling of food that is intended for sale;
 - that food sold within its area is fit for human consumption.
 - Including the prohibiting of the use of any unclean or insanitary premises, vehicle or equipment for the manufacture, transportation, storage or handling of food for sale until the premises, vehicle or equipment has been cleaned or repaired satisfactorily.
- Report to the appropriate authority any matter of environmental concern.
- Maintain an up to date diary and file record of investigations, reports and activities.
- Disseminate information to, and respond to requests from the public.
- Assist Authorised Officers with the administration of bylaws applicable to the Public and Environmental Health Services Unit.
- Assist Authorised Officers with the administration of provisions of the Local Government Act applicable to the Public and Environmental Health Services Unit.
- Assist Authorised Officers with the evaluation of septic tank applications and provide technical information regarding same to the community, other authorities and staff.
- Prepare pamphlets, technical information, lectures and talks to relevant institutions, organisations and individuals.
- Participate and contribute to the preparation of annual business plans and budgets, resource planning and monitoring, continuous improvement strategies and performance monitoring and reporting.
- Any other duties as requested which are consistent with the classification criteria.
- Observe and obey all safety procedures and carry out duties in a responsible and safe manner and in accordance with the requirements of the Occupational, Health & Safety Act.
- Follow established health and safety procedures, policies requirements and specific precautions in relation to the work being undertaken in order to ensure own safety and that of others in the workplace.

REQUIREMENTS OF THE JOB:

- **Skills**
 - Maintain a thorough understanding of all appropriate legislation in order to assess and evaluate issues relating to the legislation.

- Understand investigative procedures including researching, taking of evidence, preparing court briefs and presenting evidence in court.
 - Communicate clearly with patience and consideration.
 - An ability to read, analyse and review building plans, specifications/schedules and to interpret and evaluate technical design.
 - Negotiation and conflict resolution skills.
 - A Current Class A1 driving licence.
 - A working knowledge of computers and keyboard operation.
 - Skills in time management, meeting procedures and problem solving.
- **Knowledge**
 - An in depth knowledge of the following –
 - Food Act and Regulations.
 - Public and Environmental Health Act and Regulations.
 - Relevant Portions of the Local Government Act
 - Relevant Portions of the Environment Protection Act.
 - Associated legislation, codes of practice and guidelines.
 - Plumbing and Drainage Codes.
 - A working knowledge of Development Act.
 - **Experience and/or Qualifications**
 - Currently undertaking study in the Bachelor of Environmental Health or equivalent.
 - A developing knowledge of public and environmental health procedures, processes and Local Government structure and processes.
 - **Training**
 - The occupant will be expected to maintain professional associations and accreditation.
 - Professional development opportunities will be provided where appropriate.

ORGANISATIONAL RELATIONSHIP:

- Reports to the Manager Public and Environmental Health Services and or Principal Environmental Health Officer.

ACCOUNTABILITY:

- To ensure that position objectives and key responsibilities as listed are carried out in an efficient and conscientious manner.

PERFORMANCE/SKILL STANDARDS:

- A demonstrated high level of expertise in the application of legislative provisions and advice of a technical nature.
- A demonstrated high level of skill in oral and written communication.
- A demonstrated ability to meet the objectives and performance targets of the Public and Environmental Health Section as specified in the Business Plan.
- A demonstrated ability to meet individual performance targets as specified in individual performance plans.
- A demonstrated commitment to providing a high standard of customer service.
- A demonstrated commitment to continuous improvement in all operational areas.

EXTENT OF AUTHORITY:

- Under the broad direction of the Director Development and Environmental Services and Manager Public and Environmental Health Services exercise initiative and judgement in the provision of various systems of operation within the parameters of Council Policy.
- Responsible for purchasing goods and services in accordance with purchasing guidelines and delegated financial limits.

AGREEMENT:

This position description accurately reflects the responsibilities, duties and skill requirements for the position.

Approved by:

..... Departmental Head Print Name Date
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..... Human Resources Manager Print Name Date
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This position description reflecting the responsibilities, duties and skill requirements for the position, has been discussed with the incumbent.

..... Position Incumbent Print Name Date
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EXAMPLE 3:
**BRISBANE CITY COUNCIL
ROLE STATEMENT**

ROLE TITLE:	<i>Environmental Health Cadet</i>
DIVISION / DEPARTMENT:	<i>Customer & Community Services</i>
BRANCH / UNIT:	<i>Compliance & Regulatory Services</i>
REPORTS TO:	<i>Principal Environmental Health Officer or Environmental Health Team Leader (dependant upon placement)</i>
BAND / WAGES GRADE:	<i>As per EBA 6 Schedule 8: Salaried Staff Employees - Section 4 Cadets</i>
DATE PREPARED:	<i>May 2007</i>

AUTHORISATION:

Manager Greg Sullivan
Name

Signature

Date

Determined by CRC / /

PRIMARY ROLE PURPOSE:

All work undertaken by the Environmental Health Cadet will be in conjunction with a qualified Environmental Health Officer:

- To assist in the assessment and determination of applications for licence and detailed design applications.
- To assist in investigating requests for service in accordance with relevant legislation, Council policy, local laws, guidelines and best practice to facilitate sound environmental health outcomes.
- To ensure that outcomes comply with relevant legislation, Council policy, Local Laws, Council approvals and conditions of licence and relevant national standards.
- To assist Council customers to meet acceptable and best practice outcomes for environmental health.

This is a rotational role between work units within Compliance and Regulatory Services and relevant policy specifier programs and Development Assessment.

CUSTOMERS:

Internal

- The Office of the Lord Mayor, Civic Cabinet, Councillors
- The Chief Executive Officer
- Executive Management Team
- Manager Compliance and Regulatory Services
- Principal Environmental Health Officer
- Environmental Health Team leader
- Other Divisions of Council

External

- Residents and ratepayers of Brisbane and visitors to Brisbane
- Business and community stakeholder groups
- Applicants
- State and Federal Government

BCC Values & 2026 Vision

The Corporate Values underpin how we work together and with the community to realise the 2010 vision. Our corporate values enable individuals to be clear on what is important to BCC and enables employees to structure improvements to their every day work in practical ways.

BCC VALUES ARE AS FOLLOWS:

- ◆ Passion for Brisbane City Council
- ◆ Responsive Customer Service
- ◆ Respect for people
- ◆ Courage to make a difference
- ◆ Working together
- ◆ Getting things done
- ◆ Value for money

ROLE OF COMPLIANCE AND REGULATORY SERVICES:

The role of Compliance and Regulatory Services is to contribute to the health, safety and amenity of Brisbane through a range of licensing and regulatory services related to environmental health, land use & built environment, animal management, asset use and the natural environment. We do this by providing best practice regulatory services that contribute positively to the quality and lifestyle of the City. The outcomes we are seeking include:

- ◆ Appropriate and sustainable development of the City
- ◆ Improved health and safety of the City
- ◆ Outcomes focussed processes and strategies
- ◆ Competent and transparent decision making
- ◆ Greater voluntary compliance by the people of Brisbane
- ◆ Enhanced credibility of Council

- ◆ Measurable contribution toward Council's vision
- ◆ Better customer focus

KEY ACCOUNTABILITIES:

All work undertaken by the Environmental Health Cadet will be in conjunction with a qualified Environmental Health Officer.

- An ability to assess and make decisions with respect to detailed design applications, licence applications and requests for service in accordance with the relevant legislation, Council Local Laws, policy and best practice guidelines and within stated standards of service, Customer Service Agreements and Key Performance Indicators.
- An ability to ensure compliance with all relevant approvals, legislation and standards;
- An ability to interpret and apply all relevant legislation, procedures and processes in relation to environmental health outcomes;
- An ability to evaluate technical reports and assessments and make appropriate recommendations or decisions;
- An ability to prepare reports and submissions, including recommendations and reasonable and relevant conditions;
- An ability to communicate effectively with elected representatives, other Council programs, applicants and the public;
- Liaise and negotiate with internal and external individuals and organisations to achieve sound development and environmental health outcomes;
- Participate in community consultation programs as required;
- Contribute to the development of operational guidelines, procedures and customer information and educational material in the areas of environmental health;

ORGANISATION EXPECTATIONS:

- Officers may be required to undertake any workplace roles within the Council consistent with the levels of competence within this Band/Stream.
- Work at any Council location.
- Work at locations other than the designated place of work.
- Be familiar with and follow the spirit and content of Council's Code of Conduct http://jspweb.bcc.qld.gov.au/online_documents/display/show_document.jsp?doc=1117
- Undertake all work in accordance with Council's corporate values and behaviours
- Undertake all work in accordance with relevant policy and legislation, including the Council's Equity and Diversity Framework, Code of Conduct, Awards and Agreements, *City of Brisbane Act*, Council Local Laws and Anti Discrimination Legislation.

- Contribute to the continuous improvement of the Customer & Community Services Division's Workplace Health and Safety Management System and undertake all work in accordance with the Council's Workplace Health and Safety Policies and Procedures.

Council is a Zero Harm organisation and every one of us must be committed to maintaining a healthy and safe work environment. Zero Harm is our greatest priority in the way we conduct our business.

KEY SELECTION CRITERIA:

Essential:

- Ability to manage and carry out the assessment of license applications, compliance procedures and requests for service utilising a sound technical and legislative knowledge and understanding of the principles of environmental health in conjunction with a qualified Environmental Health Officer.
- Good written, oral communication, interpersonal and customer service skills including the ability to negotiate and liaise with internal and external stakeholders to achieve acceptable outcomes.
- Sound research, analytical and problem solving skills together with the ability to interpret and apply relevant legislation, policies and guidelines in conjunction with a qualified Environmental Health Officer.
- Good knowledge of all relevant legislation and related standards.
- Ability to operate within a team environment.
- Possession of a current "C" class drivers license.
- Enrolment in Bachelor of Applied Science – Environmental Health or equivalent.

DESIRABLE

- Eligibility for membership with the relevant professional association.

Please note: The successful applicant will be considered for appointment to level Band 4.1 once the appropriate qualifications are received

Appendix D

An Example of an Environmental Health Officer Cadetship Recruitment Advertisement

Appendix D: An Example of an Environmental Health Officer Cadetship Recruitment Advertisement

Do you want to get paid whilst studying for a degree

INSERT COUNCIL

ENVIRONMENTAL HEALTH OFFICER CADETSHIP

INSERT COUNCIL are seeking expressions of interest from suitable persons considering a career as an Environmental Health Officer in Local Government as part of a cadetship program.

The suitable applicant will be required to complete a tertiary degree in Environmental Health from a recognised learning institution and work for the INSERT COUNCIL during semester breaks and holidays.

The suitable applicant will be paid whilst working for the INSERT COUNCIL and will receive an allowance while at University for books and expenses.

On completion of the cadetship, the applicant will be offered permanent employment with the INSERT COUNCIL as an Environmental Health Officer.

Interested applicants should contact the INSERT COUNCIL and collect additional information on the EHO cadetship program.

Expressions of interest close *Insert date*

Appendix E

Flow Chart of Queensland EHO Pathways

