

People and corporate

DHA staff > Enterprise Agreement
Corporate initiatives > Work health and safety



04 Objective

- Motivated, engaged and productive staff

Key performance indicator	Target	Achievement
Staff retention and turnover rate	>85%	86.7%
Work health and safety incident rate (per 100 employees)	<2.0 incidents resulting in time off work	0.4 incidents
Percentage of salaries spent on training	>1.5%	2.2%
Wages expense ratio	5.9%	5.6%

Major outcomes

01

Supported major workforce changes associated with the streamlining of DHA's housing allocation business.



02

Acquired and implemented a new learning management system and introduced a suite of e-learning modules to support business operations.



03

Delivered a suite of leadership, performance management and personal effectiveness programs to improve leadership and individual capabilities and results.



04

Introduced Prevention First, a comprehensive management system to manage Work Health and Safety (WHS).



05

Integrated the contractor WHS management program across all business areas while delivering comprehensive WHS reviews of contractors.



06

Established a Corporate Shared Services (CSS) function to streamline the provision of transactional support services for staff.



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People and corporate



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DHA staff

Overview

DHA is committed to fostering a collaborative working environment and employment conditions that are flexible, motivating and have a positive influence on the recruitment and retention of staff. In addition, embracing a good workplace culture, with a focus on governance, customer and client satisfaction, stakeholder engagement and team work are high priorities. These priorities are assisted by the development of robust systems and strong staff capability.

Programs conducted in 2013–14 responded to these priorities and were undertaken to:

- support both retention and flexibility of staff during major workforce changes
- enhance leadership, managerial and personal effectiveness with a focus on performance development
- reduce incidents and costs associated with workforce safety and risk
- provide strategic and operational Human Resources (HR) support that is both people focused and responsive to business needs and
- provide HR, Learning and Development (L&D) and WHS systems to support the efficient provision and operation of HR services across the business.

During 2013–14, programs to support staff and the business focused on the development of organisational capability, productivity, engagement and performance. This was coupled with the growing of individual talent, resilience and flexibility.

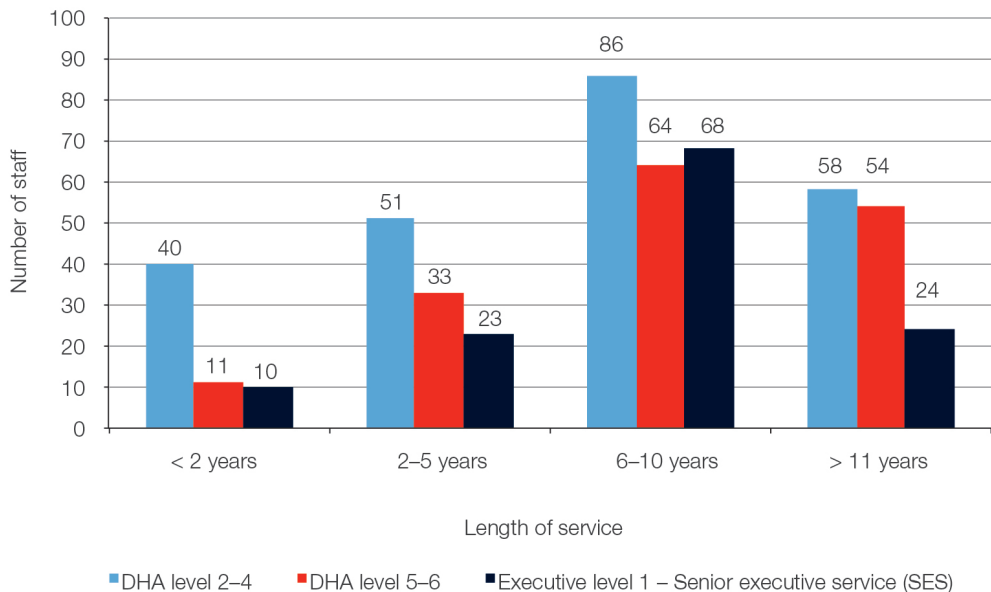
Staffing profile

Substantial changes to the staffing profile occurred in 2013–14 as a result of streamlining the housing allocation business. The changes were designed to enhance the consistency of customer service and to provide more comprehensive management of housing services.

To help them in their new roles and working structures, staff were given personalised assistance, including change advisory services, individual career support, administration of recruitment and restructuring activities and comprehensive training. This has led to significant improvements in workforce productivity and the retention of the key ATM contract with associated savings for Defence.

The implementation of TechnologyOne, a new financial system, and the establishment of Corporate Shared Services (CSS) were other changes to the staff profile. The HR team worked collectively to support these initiatives.

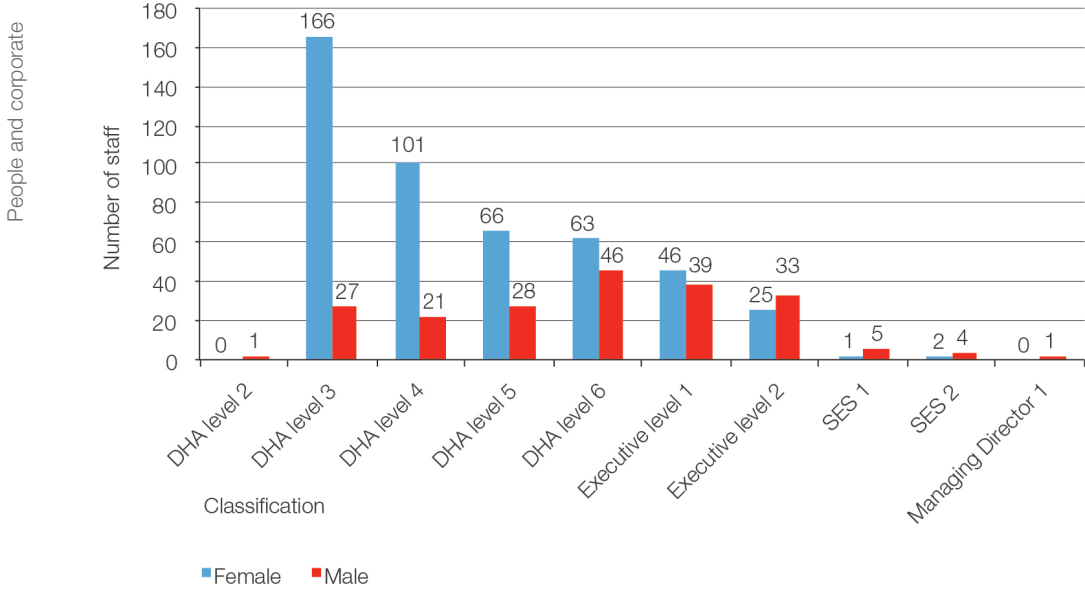
Figure 4: Ongoing staff by length of service and classification as at 30 June 2014



Length of Service	DHA level 2-4	DHA level 5-6	Executive Level 1-SES
< 2 years	40	11	10
2-5 years	51	33	23
6-10 years	86	64	68
>11 years	58	54	24
Total	235	162	125

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Figure 5: Staff by classification and gender as at 30 June 2014



Classification	Female	Male
DHA level 2	0	1
DHA level 3	166	27
DHA level 4	101	21
DHA level 5	66	28
DHA level 6	63	46
Executive level 1	46	39
Executive level 2	25	33
SES 1	1	5
SES 2	2	4
Managing Director	0	1
Total	470	205

Engaging with staff

HR has several successful means of communicating with staff. As in previous years, the HR network has proved to be a key communication platform for the delivery of information to middle and senior managers. The staff consultation forum has also proved successful in 2013–14 when engaging with staff.

Throughout the year, HR sought to work more closely with business units by involving staff in day-to-day meetings and strategic projects. In support of organisational changes, HR worked extensively with project teams while delivering the information, support and advice staff needed to make the best possible decisions.

People and performance management

In 2013–14, a strong focus remained on people and performance management. With early intervention and proactive performance management, these initiatives continued to strengthen performance culture.

Staff performance was high in 2013–14, with 93% of staff achieving a performance rating that exceeded their agreed targets.



04 Enterprise Agreement

During 2013–14, the *DHA Enterprise Agreement 2012–14* (EA) continued to be applied to all non-Senior Executive Service staff. The EA provided staff with flexible and competitive remuneration packages and attractive employment conditions.

The nominal expiry date of the EA was 30 June 2014. DHA is working towards a new EA in line with the Australian Government public sector workplace bargaining policy. Staff will be covered by the terms and conditions of the existing EA until a new agreement is negotiated and approved.

Table 3: Enterprise Agreement salary ranges

Classification	Salary range
DHA Trainee	\$42,964–\$48,930
DHA Level 2	\$49,264–\$55,236
DHA Level 3	\$55,485–\$61,480
DHA Level 4	\$61,307–\$68,507
DHA Level 5	\$69,070–\$75,387
DHA Level 6	\$76,247–\$87,668
Executive level 1	\$92,570–\$112,974
Executive level 2	\$110,008–\$141,150



Learning and development

In 2013–14, L&D initiatives included:

- Implementation of an online learning management system that greatly improved the effectiveness of L&D activities and allowed for the cost-effective extension of staff capabilities.
- Delivery of customer service and technical training that provided consistent customer service and diligent administration of Defence member entitlements.
- Delivery of the e-learning and face-to-face modules to align with new capabilities and business strategy. The e-learning modules enabled the continuous and consistent delivery of training to all staff.
- Delivery of a comprehensive induction program as part of the change in the housing allocation business. The program was supported by coaching to enhance day-to-day performance in line with leading industry methods.
- Delivery of leadership, performance management and personal effectiveness workshops to improve capabilities and results.
- Delivery of e-learning WHS induction modules to assist DHA to meet its obligations to staff and contractors.

Rewards and recognition

Staff achievement is rewarded through:

- Annual awards for excellence for exceptional individual staff performance in their respective business units.
- Service awards for five, 10, 15, 20 and 25 years of employment with DHA.
- *WOW awards* that give staff the opportunity to recognise their colleagues' accomplishments.

Table 4: Annual awards for excellence 2013

Employee of the year	
Finance	Glen Pearson
Business unit recipients	
Property Provisioning Group	James Wallace
P&TS	Myra Cooper
Riverina	Mark Nye
Nowra	Cathy Ricetti
Canberra	Chloe Taunton
Northern Territory region	Scott McNeill
Northern Queensland region	Lisa Kennedy
Ipswich region	Steven McMeikan
South Queensland region	Ron Davis
New South Wales region	Richard Archer
Sydney East	Frank Tripolone
Sydney West	Adrian Papahatzis
Victoria/Tasmania region	Tracy Richardson
South Australia region	Michelle Gill
Western Australia region	Kelly Kessels
Company Secretary's Office	Rachael Prior
Corporate Affairs	Ian Gregory
Sales and Marketing	Christina Agresta
Finance	Glen Pearson





Corporate shared services

In 2013–14, CSS was set up to provide a consistent, responsive approach to the delivery of common corporate functions. The new team has brought together:

- Accounts Payable from Finance
- service desk from Business Solutions and Technology (BS&T)
- vehicle management and travel from Corporate Affairs, and
- ad hoc purchasing and minor asset management.

The combination of these functions in CSS facilitates cross training of staff, leading to greater coverage of functions, consistency and capacity to improve and refine processes.

The first phase was completed successfully and paved the way for further enhancements in the provision of internal services.

Staff health and wellbeing programs

In 2013–14, the staff wellbeing program grew to include the option to participate in a health screening assessment and a 10,000 steps challenge. Participation in the 10,000 steps challenge was well received with 213 staff members completing the challenge in December 2013. The employee assistance program, flu vaccinations, eye health and the quit smoking program were also maintained.

With the increased pace of work and change across the business, building levels of workplace resilience has been a priority. Information was provided to staff regularly to increase individual awareness of the risk of stress and fatigue.

Apprenticeship support scheme

The apprenticeship support scheme is in its fifth year of operation. The program has supported more than 20 apprentices in trades across Australia. This year, DHA celebrated the graduation of another five apprentices, bringing the total number of apprentices graduating under the scheme to 16. The program has been extended until June 2015 to fund current apprentices, enabling a further four apprentices to graduate.

Work health and safety

In 2013–14, the management and promotion of safety at work continued to be a major focus. This involved taking responsibility for the health, safety and wellbeing of workers and others impacted by business actions. This has been supported by Prevention First, a professional and comprehensive WHS management system. This included working collaboratively with contractors across the business to improve WHS management. The National WHS committee, contractor advisory group and staff advisory group have also been key forums to promote the identification and management of WHS risk.

Major WHS achievements for 2013–14 included:

- establishing specific KPIs to support the monitoring of WHS performance
- introducing the total recordable injury frequency rate (the total number of injuries x 200,000 / number of hours worked by all employees = injury rate) as the primary indicator
- the review and subsequent redevelopment of contractor WHS management processes and
- the development and implementation of e-learning WHS modules for staff and contractors.

Incident reporting

Changes in the management of WHS resulted in improvements to the system used to monitor and report on WHS performance, as well as enhancements to incident reporting.

Despite an increase in the number of incidents reported, there have been fewer staff related incidents in 2013–14 compared with the number in 2012–13. The financial year closed with a staff total recordable injury frequency rate of 16.33, an excellent outcome by industry standards.

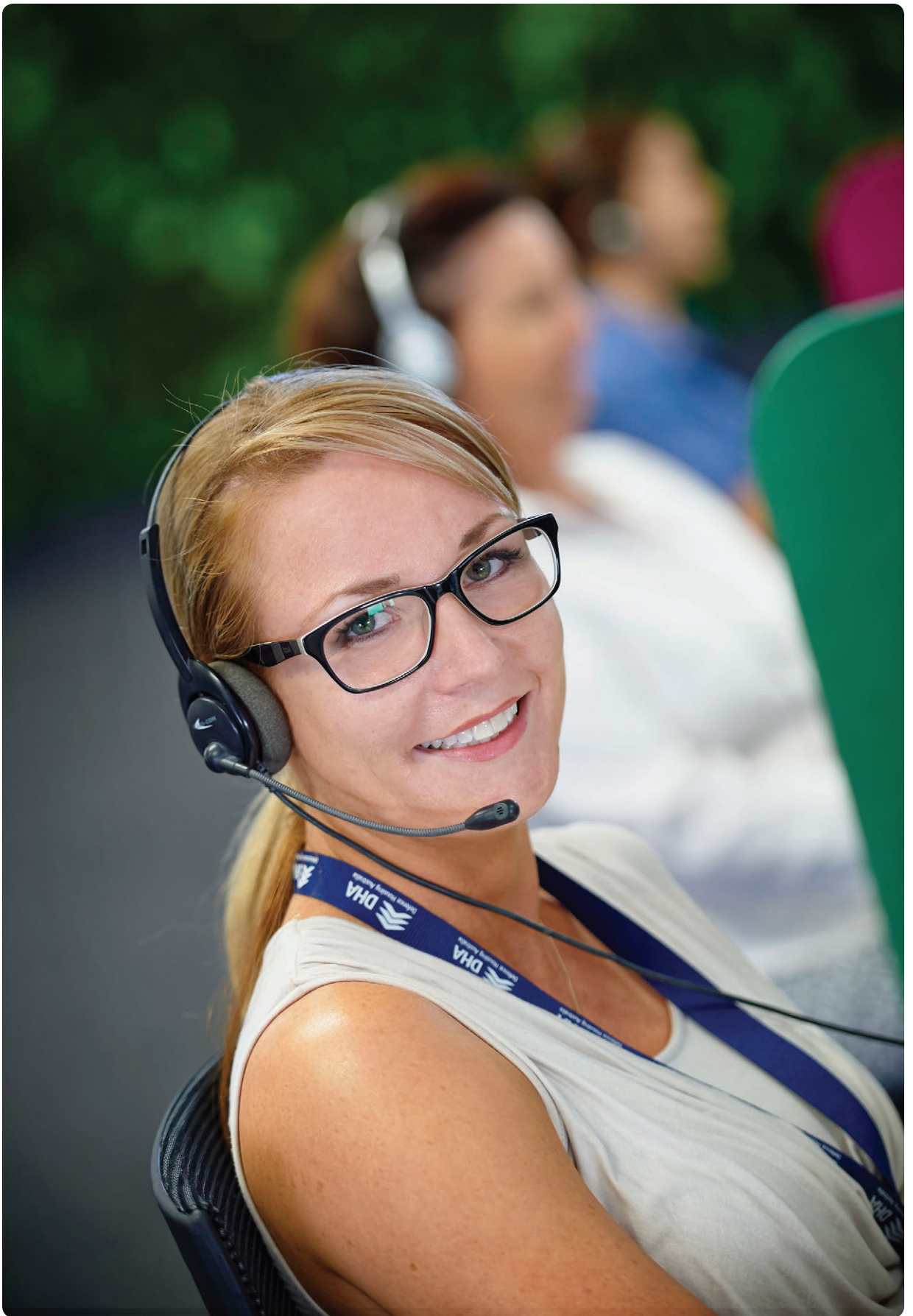
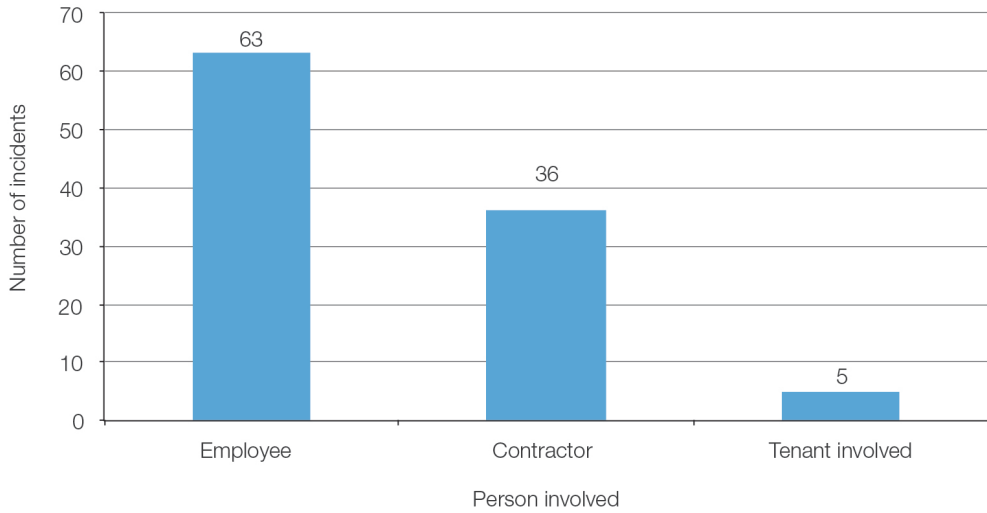


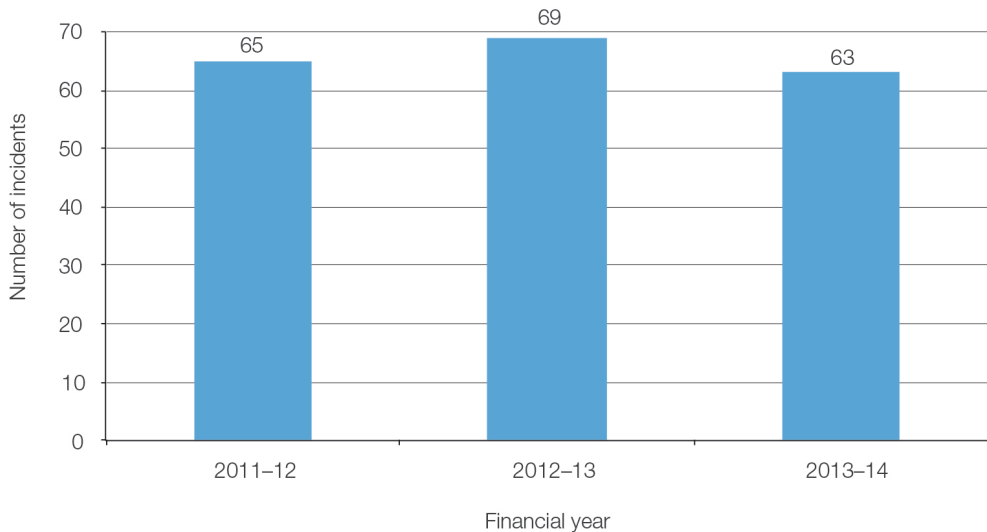
Figure 6: All work health and safety incidents as at 30 June 2014



A total of 114 incidents was reported in 2013–14. However, after assessment the number of confirmed WHS incidents reduced to 104.

Staff were involved in 63 incidents with 20% of these reportable to the regulator, Comcare. Contractors were involved in 36 incidents with 47% of these reportable to the regulator. Tenants were involved in five incidents with three of these reportable to the regulator.

Figure 7: Employee work health and safety incidents as at 30 June 2014



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Workers compensation

Seven workers compensation claims were accepted in 2013–14. Of these, two claims were for injuries sustained in previous financial years. One of the five claims was for a minor burn and the other four were musculoskeletal injuries.

WHS directions, notices and investigations

No directions, notices or investigations under the *Work Health and Safety Act* were conducted or given to the business in 2013–14.

Corporate lease arrangements

DHA has a presence in 22 locations across Australia. In 2013–14 DHA:

- entered into lease arrangements for two new offices
- negotiated three new office leases for existing locations and
- exercised a further term for one office.

