

Retaining Mature Age Talent

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People & Change

Human Resources & Organisational Development Plan

We will develop a high achieving culture with a talented and diverse workforce.

Attracting & Retaining the Right People

Resourcing

Diversity

Induction

Youth & Special Programs

- Graduate
- Apprentice
- Trainee
- Indigenous
- Disability

Scholarships

Career Planning

Succession Planning (CG)

Replenishment

Ageing Workforce Strategy

Inspiring Leadership

SMT Leadership Program

Leadership Competencies (PW)

Coach & Mentor Exec & Snr Managers

Talent Management (TG)

Applied Leadership Program / Frontline Management Program

Becoming the Employer Of Choice

Values (TG)

OCI / LSI (TG)

Staff Perception Survey

Change Management

Performance Mgmt Process

Remuneration

Policies & Practices

Enterprise Bargaining

New Classification System

Contract Review

Growing Capability

Development Planning

- Organisational
- Business Unit
- Personal

Training Needs Analysis

Skills Development Program

Technical Training

Chris21 Review (CG)

Responsibility

Tina Gevaux

Chris Glasson

Joint initiative HR/OD

Proactive Approach to Ageing Workforce

- Replenishment Program – particularly providing extended periods for transitioning of knowledge
- Career planning, including retirement intentions and planning for retirement as part of workforce planning and performance management processes (from both organisational and individual's perspective)
- Retirement seminars for individuals and partners and as adjunct to the workforce planning/transitioning arrangements process
- Transitioning arrangements – either through Replenishment transitioning, part-time, TRT arrangements (early super access for eligible individuals), LSL flexibility (single days)
- Facilitating different roles for older workers (eg less management or more project work, part-time or teaching/transitioning/mentoring roles)
- Facilitating targeted post retirement return to work arrangements for different roles and projects (compliant with Super rules)
- In some cases, financial or other arrangements for work extensions

Cont.

- Targeted employment marketing – aimed at mature age workers (whilst 24% of all our recruits are over 45 years of age, this percentage is far greater in targeted difficult to recruit skills groups – 48% for engineers (ie. double the rest of the organisation), 43% in our total core water business professional workforce and 40% in our trades) (43% of all our total recruits are over 35 years)
- Review of salary and promotions – nearly one quarter of our workforce over 45 are still being promoted (in terms of classification) and in excess of 75% of all performance pay employees over 45 have received pay increases in addition to annual merit increases (including part-time workers).
- Well being programs introduced
- New Enterprise Agreement doubled Carer's Leave available to staff and expanded range of applicability (45-54 age demographic lowest SL takers in organisation – 55 and over are the largest takers – Carer's Leave taken is consistent with this)

EXTERNAL BENCHMARKING

HOW SA WATER COMPARES WITH THE EXTERNAL INDUSTRIAL SECTOR (BY KPI)

| TOP OF THE CHARTS | Favourable % | | |
|--|---------------------|-------------------------|----------------------|
| | SA Water 2006 Score | Industrial Sector Score | % Ahead of Benchmark |
| 1. OH&S | 85% | 70% | 15% |
| 2. Commitment to External Customer Service | 77% | 69% | 9% |
| 3. Job Satisfaction | 78% | 69% | 9% |
| 4. Immediate Supervisor/Manager | 72% | 64% | 9% |
| 5. Employer of Choice | 76% | 68% | 9% |
| 6. Organisational Commitment (Engagement) | 76% | 70% | 6% |

Differences in the percentages will not always equate due to rounding.

The difference must be + / - 3% before the result is considered significant.

IDENTIFIED KEY AND CRITICAL ROLE REPLACEMENT

| | 2007 | 2008 | 2009 | 2010 | 2011 | TOTAL |
|---|------|------|------|------|------|-------|
| W&W Systems, Treatment and Operations | 1 | 2 | 2 | 1 | 4 | 10 |
| Water Quality | | 1 | 1 | 1 | 1 | 4 |
| Dam Design and Maintenance | | | | 1 | 1 | 2 |
| Trade Waste | | | 1 | 1 | | 2 |
| Special Engineering Functions | 4 | 2 | 3 | 1 | 2 | 12 |
| Asset Management | 1 | | 2 | 3 | 4 | 10 |
| Environmental Management | | | 1 | 1 | | 2 |
| System Planning and Modelling | | 2 | 1 | | | 3 |
| Research and Development | | | 2 | | | 2 |
| Sciences | | 4 | 2 | 2 | 2 | 10 |
| Trades (<i>Co-ordinators and Specialists</i>) | 4 | 3 | 3 | 3 | 2 | 15 |
| Network Operations: Technical | 2 | 2 | 1 | 2 | 2 | 9 |
| Professional | 1 | | 1 | 1 | 2 | 5 |
| Support | 2 | | 1 | 2 | 1 | 6 |
| District Leaders | 3 | 2 | 3 | 3 | 3 | 14 |

ADDITIONAL RESOURCING & COSTS FOR REPLENISHMENT AND IMMEDIATE SKILLS (In addition to Current Workforce Plan)

| | 2007/8 | 2008/9 | 2009/10 | 2010/11 | 2011/12 | TOTAL (000's) |
|---|------------------------|-----------------------|------------------------|------------------------|------------------------|------------------|
| WI Trainees | \$330k (8 people) | \$330k (8 people) | \$330k (8 people) | \$330k (8 people) | \$330k (8 people) | \$1650 |
| Apprentices | \$270k (10 people) | \$620k (20 people) | \$1050k (30 people) | \$1550k (40 people) | \$1190k (34 people) | \$4680 |
| Graduates | \$490k (6 people) | \$440k (6 people) | \$440k (6 people) | \$440k (6 people) | \$440k (6 people) | \$2250 |
| Technical Trainees | - | \$300k (5 people) | \$600k (10 people) | \$900k (15 people) | \$900k (15 people) | \$2700 |
| Temp Transitional | \$1010k (11 people) | \$765k (8 people) | \$1625k (18 people) | \$1425k (16 people) | \$1195k (13 people) | \$6020 |
| Hydrologist & Hydrogeologist | \$159k (2 people) | \$165k (2 people) | \$172k (2 people) | \$179k (2 people) | \$279k (3 person) | \$954 |
| Civil, Mechanical and Electrical Engineers | \$487k (4 people) | \$454k (4 people) | \$373k (3 people) | \$220k (2 people) | \$123 (1 person) | \$1657 |
| Resourcing Co-ordinator | \$79k (1 person) | \$82k (1 person) | \$85k (1 person) | \$89k (1 person) | \$93k (1 person) | \$428 |
| TOTAL (\$,000's) | \$2825 | \$3156 | \$4675 | \$5133 | \$4550 | \$20339 |
| TOTAL (people) | 42 | 54 | 78 | 90 | 81 | |