

OUR PEOPLE AND OUR WORKPLACE

STRATEGIC GOALS

- > Provide a safe, healthy and enjoyable working environment
- > Attract and retain a diverse, motivated and skilled workforce
- > Promote a culture that encourages constructive behaviours in all our activities
- > Encourage our people to develop and achieve their full potential
- > Develop a learning organisation with a focus on innovation and knowledge sharing
- > Embrace sustainable work practices and behaviours

KEY ACHIEVEMENTS

- > Met our targets for office water, energy and paper use and waste to landfill
- > Implemented an engagement program to support innovation and strengthen organisational capability to deliver better customer service and community outcomes
- > Began the process of improving our safety culture with an organisation-wide survey
- > An electronic permit to work system was introduced at the Eastern Treatment Plant, supporting efforts to improve health and safety
- > Completed a three year Leadership Development Program
- > Continued to build our preferred culture through leadership impact testing

DISAPPOINTMENTS

- > Recorded 15 (employee and contractor) lost time injuries (LTIs), failing to meet our zero target
- > Did not meet our absenteeism target of 2.7 days per person per year (2.8 result)

CHALLENGES

- > Improving health and safety performance by creating a zero harm culture throughout Melbourne Water, and with our alliances and contractor partners
- > Providing comprehensive support to our people to improve employee wellbeing - a key aspect of our zero harm approach to health and safety
- > Creating our preferred culture through programs that foster collaboration, high performance and innovation
- > Continuing to develop leadership capability through education, experience and strong relationships
- > Building on high performing teams through team planning and development
- > Preparing for the move in mid-2012 to our new corporate office including planning ways to further reduce our office water, energy and paper use and waste to landfill

Melbourne Water continues to attract and retain a diverse, motivated and skilled workforce, bringing required talent into the organisation through a variety of measures



SAFE AND HEALTHY WORKPLACE

Melbourne Water aims to foster a constructive work culture and safe workplace and continue to attract, retain and develop highly talented people whose personal values align with those of the organisation.

We failed to achieve our goal of zero lost time injuries (LTIs) for employees and contractors on behalf of Melbourne Water in 2010/11, with 15 LTIs (compared with nine last year). Three were serious injuries that have required long-term rehabilitation of the employees who may not be able to return to pre-injury duties.

In April 2011, we began a Safety Culture Survey. The survey aims to address leadership and behavioural issues that affect our decision making. We will use these results to create an action plan to address deficiencies identified in our Safety Culture.

Electronic permit to work system

An electronic permit to work system has been introduced at the Eastern Treatment Plant, replacing paper-based procedures and forms. A six month trial of the new system began in April 2011, but is already showing promising signs of reducing risk and improving health and safety at the treatment plant.

The system has so far delivered all of the expected benefits including:

- Substantially reducing the risks associated with management of the paper-based system
- Automatically flagging health and safety issues associated with various assets to improve safety and efficiency
- Preventing the use of two permits on one asset without conflicts being identified to the issuing operator
- Not allowing a work permit to be issued to a recipient who has not been trained or for whom training has expired.

The new system has been well received by operators and maintenance technicians. Subject to the continuing success of the trial, the system will be introduced throughout Melbourne Water.

CONSTRUCTIVE CULTURE

Our culture change program was introduced in 2005 to foster innovative and positive behaviour in the workplace to help achieve our vision of a sustainable water future.

The culture program is the means by which we achieve outstanding results, by working constructively together and with our project partners and other stakeholders. Constructive behaviours are part of employee performance and development plans and our Enterprise Agreement.

We provide regular sessions to new starters to help them understand our constructive culture and how they can make a difference. All of our engagement programs are developed to ensure they support and continue to build our preferred organisation culture.

Equal opportunities for all

Melbourne Water is dedicated to supporting a work-life balance for all our employees. As such, many different types of flexible working arrangements are available. These include a variety of leave options, opportunities to work

part time and flexibly during the day, as well as working from home and other Melbourne Water sites to help family/lifestyle commitments and a return to study.

Refresher diversity and Equal Employment Opportunity awareness training has begun to ensure people are aware of their legal responsibilities, how to identify acceptable and non-acceptable behaviours, what to do if an issue arises and what support is available. The program has been designed for teams to attend together to encourage discussion.

Leadership development

Melbourne Water completed a Leadership Development Program this year for all senior employees with people management responsibilities.

The three year program, which builds capability in areas such as leading change, systems thinking, managing performance and delegation, was completed by 190 leaders.

The program focused on education, relationships and experience.

OUR PEOPLE AND OUR WORKPLACE

Education was delivered through training and a structure that built relationships as employees from different sites and backgrounds came together to learn.

Experience was gained through an action learning approach with small teams working on a business-related team project and a personal change project.

Learning has continued with delivery of a Leadership Impact Program that has enabled participants to better understand the impact their leadership style has on others, and delivery of a master class to all senior managers and executives on 'courageous conversations'. This is consistent with our efforts to create a constructive culture.

OUR WORKFORCE

Melbourne Water continues to attract and retain a diverse, motivated and skilled workforce, bringing required talent into the organisation through a variety of measures.

These include engaging graduates, trainees and vacation students, and facilitating a range of development opportunities such as job rotations and secondments between internal teams and external organisations. These measures encourage our people to understand and be engaged with the organisation, develop their full potential and support the delivery of organisational outcomes.

Opportunities for graduates and students

Our three year graduate program continued and we recruited six new engineering graduates, taking our total to 29.

We continued to support three trainees who are gaining on-the-job training and experience, and an opportunity to complete a Certificate III qualification in our water operations and developer services teams.

Melbourne Water will consolidate most of its office-based operations into one of the most sustainable and efficient buildings of its kind in Australia.

MELBOURNE WATER WORKFORCE DISTRIBUTION

	2010/11		2009/10		2008/09	
	Male	Female	Male	Female	Male	Female
Executives	48	9	42	8	43	8
Technical/professional	352	214	348	206	343	184
Operational	148	2	148	3	150	3
Administration	15	53	18	55	21	55
Total	563	278	556	272	557	250
Total male and female	841		828		807	

Over the university summer holidays, we hosted 15 vacation students who worked in teams across Melbourne Water sites and groups. After their placement, 12 of the students accepted Melbourne Water's offer of part-time work while continuing their studies.

Workforce distribution

The percentage of females in our workforce has increased by more than 10% in less than a decade, partly because of our constructive culture and workplace flexibility.

By the numbers

At 30 June 2011:

- Our total workforce was 841 (compared with 828 at 30 June 2010)
- The proportion of women in our workforce was 33.1% (32.9% in 2009/10)
- The average age of Melbourne Water employees was 41.8 years (41.1 in 2009/10)

In 2010/11:

- The average age of new starters was 35.9 years (33.6 in 2009/10)
- 151 roles were filled – 82 by new starters (65 in 2009/10) and 69 by Melbourne Water people (67 in 2009/10)
- Turnover was 8.1% (6.2% in 2009/10). This is within Melbourne Water's accepted range and industry norms.

Recognition and wellbeing

More than 320 of our people were nominated by their peers in our Employee Recognition Program.

This program acknowledges significant performance or contribution beyond the day-to-day role of an individual or team. It celebrates and rewards achievements especially in areas such as innovation, sustainability, constructive behaviours, and health and safety.

Our employee wellness program aims to improve the health and wellbeing of employees. We continued to support our people's health and wellbeing through subsidised gym and sporting club memberships and information sessions (for example, nutrition).

SUSTAINABILITY IN OUR WORKPLACE

An analysis of how Melbourne Water people think about sustainability was undertaken in late 2010. The analysis used a new approach to behaviour change measurement, which identified sustainable behaviours and barriers to change.

The results were consistent across all sites and business groups and were encouragingly high (regularly scoring 4 or more on a scale of 1-5) - a measure that sustainability at work and home is well supported by our people. Highest scores related to the organisation's perceived strong leadership and commitment to sustainability.

Sustainable offices

New head office at 990 Latrobe Street

Melbourne Water will consolidate most of its office-based operations into one of the most sustainable and efficient buildings of its kind in Australia.



Left: Construction of Melbourne Water's new head office

The building, being constructed at 990 Latrobe Street, Docklands, will be the organisation's headquarters from mid-2012.

Business efficiency and sustainability will be increased by consolidating our corporate offices into one building that supports a more cohesive work environment, uses less water and energy, and takes advantage of competitive lease costs at Docklands consistent with Government planning policy to consolidate activity centres.

Meeting our OfficeSmart targets

Melbourne Water's office sustainability program promotes sustainability through upgrades of offices (Sustainable Sites) and behavioural change by employees (OfficeSmart).

OfficeSmart covers all major Melbourne Water sites including East Melbourne, Eastern Treatment Plant, Brooklyn, Winneke, Western Treatment Plant and Tarago Reservoir. Some offices have become more sustainable by reducing potable water use through the installation of rainwater tanks for toilet flushing and operational needs.

We have key performance indicators to measure office-based sustainability performance based on targets for water (see Water, page 9), energy, paper and waste to landfill. All these targets were met in 2010/11.

Energy

Even though the number of full-time equivalent employees (FTEs) and our data centre power needs increased at our East Melbourne offices, electricity use remained reasonably steady on 1704.5 kilowatt hours this year. We recorded 3.7 megawatt hours (MWh) per FTE per year compared with our target of 4.2 MWh/FTE/year.

Continuing energy conservation by employees (such as switching off lights and computer screens when not in use) was complemented by an upgrade of facilities, particularly the continued replacement of desktop computers with more energy-efficient laptops. Due to the change to laptops, the amount of power used by our computer fleet dropped by 13.05%.

As part of our commitment to the CitySwitch Green Office program, we have achieved a 4-star energy tenancy rating under the National Australian Built Environment Rating System for one of our offices in Wellington Parade, East Melbourne. We expect to achieve improved energy results for our main office (100 Wellington Parade) when the new sustainable IT data centre at Brooklyn is commissioned later in 2011.

A greener fleet

Under a Sustainable Management Vehicle Policy, Melbourne Water has moved to buy only the most sustainable vehicles for its managers. The management vehicles purchased under this new policy have delivered significant reductions in fuel consumed (25%) and carbon dioxide emitted (21%) relative to the vehicles acquired under the previous management vehicle policy.

Offsetting corporate emissions

We offset our emissions relating to vehicles, electricity used in the office, and employee air travel. In 2010/11, this amounted to about 8,341 tonnes of carbon dioxide equivalent.

Paper

Organisational paper use has remained steady, with our result of 8.1 reams/FTE/year against our target of 9.6 reams/FTE/year (compared with 8.1 reams/FTE/year in 2009/10). Efforts are being made with print tracking software to identify areas for improvement in business processes, allowing for further reductions in paper use.

Waste to landfill

There continued to be significant improvement in the key performance indicator for office waste to landfill, with a 19.3% reduction on the previous year's result. We recorded 11.7 kilograms/FTE/year compared with our target of 18.4 kilograms/FTE/year and the result of 14.5 kilograms/FTE/year in 2009/10.

Recycling and compost facilities are more widely available, and all Melbourne Water sites with more than 10 FTE now have commingle recycling and compost/organics recycling.

Sustainable purchasing

Melbourne Water's Sustainable Procurement Policy and Guidelines were reviewed in 2010 and shared with the business after an external audit of our practices. Training of sustainable procurement officers in the nominated key areas was completed in readiness for the first annual sustainable procurement reports. Melbourne Water won three Eco-Buy awards (see Business Efficiency chapter, page 40).