



**Section 2c:**  
Further enhancing the  
capability of our people

**2c**

## Overview

We started the year by implementing a new Collective Agreement that has been designed to provide competitive remuneration, mechanisms to reward performance and opportunities to enhance the capabilities of our staff through skills development.

Our focus on improving our organisational culture continued, with a staff survey being conducted to measure the effectiveness of initiatives that we had put into place following our 'Culture Print' in 2007, and to inform future activities aimed at making further inroads.

During the year we developed and implemented an action plan designed to address specific issues that were identified in our staff survey results. We designed and launched a leadership program, which is being delivered 'from the top down', with the aim of encouraging high performing and consistent leadership that is supported and well understood across the organisation. We have continued to offer learning and development opportunities that address the specific needs of our staff and business operations.

The introduction of more two way internal communication opportunities has also been a focus in response to our staff survey findings. We have been actively encouraging feedback from staff and provide a range of opportunities for staff to give direct and indirect feedback to our senior executive.

The announcement of a review of the administration of Commonwealth superannuation schemes in October 2008 presented a significant challenge for us, particularly with the associated cancellation of our Administration Modernisation Platform (APM) project. Our staff were provided with a comprehensive range of information and

support to help them understand the impact of the decision; and transition plans were provided for all staff, including contractors and non-ongoing staff who were working on the APM project. Feedback from staff was generally positive in relation to how the information was communicated.

Although our ongoing staff turnover rate has increased from 10.6% to 12.7% in 2008-09 we were able to continue to attract high performing and experienced staff.

## Our Workforce

All of our staff are based in Canberra.

At 30 June 2009 we employed 559 ongoing and non-ongoing staff under the *Public Service Act 1999*. The table below show numbers of staff by classification, gender, full-time/part-time and ongoing/non-ongoing for the last two financial years.

During the year there were 93 staff commencements, which consisted of 54 non-ongoing and 39 ongoing staff. There were 125 separations, of which 56 were non-ongoing and 69 were ongoing staff. The majority of staff separations were due to resignations (45), movement to another agency (33) and non-ongoing contracts completed (29).

Every quarter the senior executives are provided with workforce reports to inform decision making. The reports, presented at both organisational and group levels, contain comprehensive information including staff demographics, leave usage and other associated analytics.



Table 4: Workforce profile for 2007–08 and 2008–09

By level	At 30 June 2008			At 30 June 2009		
	Female	Male	Total	Female	Male	Total
APS1	3	1	4	3	0	3
APS2	11	1	12	6	1	7
APS3	49	29	78	35	17	52
APS4	82	45	127	80	37	117
APS5	67	26	93	66	38	104
APS6	57	49	106	65	43	108
<b>Total APS</b>	<b>269</b>	<b>151</b>	<b>420</b>	<b>255</b>	<b>136</b>	<b>391</b>
EL1	58	68	126	56	63	119
EL2	19	21	40	18	22	40
<b>Total EL</b>	<b>77</b>	<b>89</b>	<b>166</b>	<b>74</b>	<b>85</b>	<b>159</b>
SES1	3	6	9	1	5	6
SES2	1	1	2	1	1	2
CEO	0	1	1	0	1	1
<b>Total SES</b>	<b>4</b>	<b>8</b>	<b>12</b>	<b>2</b>	<b>7</b>	<b>9</b>
<b>TOTAL</b>	<b>350</b>	<b>248</b>	<b>598</b>	<b>331</b>	<b>228</b>	<b>559</b>
<b>By employment type</b>	<b>Female</b>	<b>Male</b>	<b>Total</b>	<b>Female</b>	<b>Male</b>	<b>Total</b>
Full-time staff	297	238	535	275	219	494
Part-time staff	53	10	63	56	9	65
<b>TOTAL</b>	<b>350</b>	<b>248</b>	<b>598</b>	<b>331</b>	<b>228</b>	<b>559</b>
<b>By employment status</b>	<b>Ongoing</b>	<b>Non-ongoing</b>	<b>Total</b>	<b>Ongoing</b>	<b>Non-ongoing</b>	<b>Total</b>
Full-time staff	466	69	535	455	39	494
Part-time staff	51	12	63	52	13	65
<b>TOTAL</b>	<b>517</b>	<b>81</b>	<b>598</b>	<b>507</b>	<b>52</b>	<b>559</b>



## INFORMATION TECHNOLOGY INTERNSHIP PROGRAM

We continued with our internship program aimed at information technology (IT) students. This is to facilitate the recruitment of IT professionals in future years. Intakes have been lower but feedback continues to be positive.

We are maintaining strong ties with the University of Canberra to become an employer of choice for IT graduates through a variety of initiatives including the internship program and participation in the IT Project Program, which involves organisations offering projects to IT students to complete through their course.

This Program continues to provide benefits to ComSuper in terms of progressing some of our small IT systems projects and providing an opportunity to identify future staff. Students gain valuable experience with real life projects with actual deliverables.

## Collective Agreement and Other Employment Instruments

### Collective Agreement

The *ComSuper Collective Agreement 2008–2010* (the Collective Agreement) came into effect on 21 August 2008. The Collective Agreement covers all APS and Executive Level (EL) staff. The salary ranges for the different classifications is listed in Table 5 (below).

**Table 5: Salary ranges contained in the Collective Agreement at 30 June 2009**

Level	Range (\$)
APS1	36,622 – 40,476
APS2	41,446 – 45,965
APS3	47,444 – 51,206
APS4	52,616 – 57,126
APS5	59,270 – 62,850
APS6	63,543 – 72,996
EL1	81,867 – 88,408
EL2	93,490 – 109,535

The Collective Agreement provides a range of non-salary benefits available to our staff including:

- flexible working hours between 7.00 am and 8.00 pm
- flex time for all staff (up to the EL2 level)
- access to purchased leave
- payments for the attainment of work related competencies
- school holiday care allowance for the July holiday
- health checks and health information sessions
- subsidised flu vaccinations
- capped reimbursement for health programs and health/fitness club membership
- sport team registration subsidies.

The Collective Agreement also contains a flexibility clause enabling the Commissioner for Superannuation to make arrangements with an employee regarding matters of remuneration, and other terms and conditions of employment, in order to meet the genuine needs of both ComSuper and the employee. This flexibility clause is in line with Australian Government policy.

During 2008–09, 165 remuneration arrangements were made under the flexibility clause. These were made to enable the payment of special remuneration conditions and cover retention payments for staff with specialised skills to meet both individual and organisational needs. In some instances these arrangements were made for staff appointed from other APS agencies to maintain existing salaries.

### Australian Workplace Agreements and determinations

ComSuper has not offered Australian Workplace Agreement (AWAs) to any of its staff since January 2008 consistent with the Australian Government Bargaining Framework and *Workplace Relations Amendment (Transition to Forward with Fairness) Act 2008*.

All EL staff previously covered by an AWA transitioned to the new Collective Agreement.

At 30 June 2009, two senior executives remain on an AWA. We will complete the transition from AWAs by 31 December 2009, in line with the new bargaining framework.

Six senior executive have their terms and conditions of employment determined under

section 24(1) of the *Public Service Act 1999* at 30 June 2009. The determinations align performance expectations, individual goals and objectives with ComSuper’s strategic plan. There were no other staff covered by a section 24(1) determination.

One senior executive was acting at 30 June and was covered by the Collective Agreement.

Senior executives are provided with non-salary benefits including a fully maintained motor vehicle or cash in lieu allowance, professional association memberships and airline memberships.

The Commissioner for Superannuation’s remuneration and conditions are set by the Remuneration Tribunal.

### Performance Pay

During 2008–09, only the senior executives were eligible for performance bonus payments. A business decision was made to cease performance bonus payments, with the last payment made in September 2008. Details of performance payments made are provided in Table 6 (below).



**Table 6: Performance payments during 2008–09**

Classification	Staff who received performance pay	Aggregated performance pay (\$)	Average payment (\$)	Range of payments (\$)
SES B1 and B2	9	137,802	15,311	9,276-17,721

## Productivity Gains

Pay increases were linked to meeting the corporate key performance indicator (KPI) contained in the Collective Agreement, which was the introduction of formal monthly 'conversations' between staff and their managers to help drive performance improvement.

The conversations are used to discuss issues such as attendance, leave planning, work performance, personal and professional development, and ensures alignment between work programs and organisational goals. The conversations also allow for staff to raise concerns and suggestions.

Pay increases were paid from 21 August 2008 (commencement of the Collective Agreement) and from 1 January 2009. The 3.4% pay increase in August recognised the introduction of the KPI. The 1.5% pay increase in January was contingent on at least 95% of staff having successfully participated in at least four conversations over the last six months. Our staff exceeded this target, demonstrating their commitment to the conversation as a performance enhancing initiative.

## Our Workplace Culture

Building and maintaining a strong work culture is integral to ensuring high staff attraction and retention rates. Throughout 2008–09 we continued to undertake a range of activities to support our people and to create a positive working environment.

In August 2008 we conducted an all staff survey to measure the impact of actions and strategies established from the outcomes of the Culture Print exercise conducted in 2007 (which involved interviews with 90 staff), and to inform our future strategies aimed at achieving a positive performance culture for ComSuper.

The key finding from the survey was that we have a need to build and enhance leadership skills across the organisation. In response to this finding we put in place a leadership development

program (discussed below) which was started in April for staff with team leader responsibilities.

In addition, we also enhanced the application of monthly conversations by incorporating monthly themes and providing ongoing support and training for managers and staff.

The *ComSuper Collective Agreement 2008–2010* extended our commitment to assisting staff to balance their work and life through a package of initiatives including purchased leave, paid parenting leave of two weeks, July school holiday support and extending opportunities to access part-time employment following maternity leave.

## Learning and development

We continued to build and increase the skills of our staff through in-house training and external development activities.

In 2008–09, the learning and development strategy was largely focused on leadership development training in response to the key finding of the all staff survey conducted in August.

In April 2009, a leadership program, known as 'Leading ComSuper 2009–10', was launched for all senior executives, EL and APS6 level staff with team leader responsibilities. The program consists of 360 degree feedback and three days training. To supplement the leadership program we will be running lunchtime leadership seminars from July 2009.

As a financial services provider, our staff members are required to be trained in accordance with the Australian Securities and Investments Commission's Regulatory Guide 146 policy. We revised our training program for our authorised representatives by updating the training policy and establishing an ongoing calendar. The training was provided by the Australian Superannuation Financial Association (ASFA) and we had 48 staff successfully complete the training and a further 59 staff complete the refresher training. In total, 222 days of ASFA training was completed by staff.



Other learning and development activities included:

- principles of decision making training pilot for staff with decision making delegations
- induction training for new starters
- AML/CTF training via an e-learning program
- APS Values and public service responsibilities awareness training covered topics such as APS Values and Code of Conduct, ethical decision making, security, privacy, fraud control and conflicts of interest
- writing workshops consisted of writing emails to customers, business cases, minute taking and effective call notes.

Due to the stronger focus on leadership activities this year, the total internal training days of approximately 1560 is lower than last year (2763). Details of in-house training is provided in Table 7 (below).

In addition, our Studybank program has supported staff undertaking external tertiary and other studies. This assistance has provided them with the valuable opportunity to further enhance their job related skills and abilities. During 2008–09, 36 staff accessed this program totalling 1170 study leave hours.

**Table 7: Training delivered in-house**

Training program	Number of Attendees
AML/CTF e-learning*	803
APS Values and public service responsibilities	554
Contract and procurement	19
Induction	80
Internal Leadership Pathway	20
Leading ComSuper 2009–10	21
Managing in ComSuper	44
Principles of decision making	93
Regulatory Guide 146	48
Regulatory Guide 146 refresher	59
Superannuation overview	36
TRIM training	30
Writing workshops	300

\*Attendee numbers include contractors who are required to complete the training



## Recognising our staff

During 2008–09, we continued to recognise our staff for their achievements.

The Pursuit Team, comprising of one senior executive sponsor and a number of staff volunteers, continued to address the key themes emerging from the 2007 Culture Print exercise.

The team implemented an awards program, known as IMPACT, as a way to identify, measure and recognise the good work that occurs across the organisation in delivering excellent service to our customers. Staff were able to nominate their peers against a specified theme, such as motivation, innovation and performance. These awards have been driven by staff and have been a great success, inspiring recognition of individuals and team alike. Awards were presented to staff who demonstrated high levels of commitment to achieving organisational goals, delivered quality outcomes and demonstrated excellent leadership.

We also initiated an internally developed campaign, called 'Get Active ... Together', which was designed to encourage all staff to participate in a program to improve their health and wellbeing. Regular events covering a range of activities aimed at motivating staff to take control of their health were provided, with team challenges inspiring friendly competition across the organisation. Our senior executives lead weekly activities ranging from lunch time walks, early morning runs to evening relaxation sessions and swimming.

We recognised our staff through our annual Australia Day Achievement Awards. The following staff members received individual awards:

- Chloe Callesen for excellence in customer service and developing innovative ideas that have positively contributed to staff and ComSuper's performance
- Dave Carling for excellence in customer service and excellence in internal service provision
- Steve Galliford for developing innovative ideas that have positively contributed to staff and ComSuper's performance
- Trish Palmer for excellence in customer service provision.

A team Australia Day Achievement Award was presented to the Ancillary Migration Project Development and Test Team for excellent achievement toward ComSuper's vision. The individual team members were Daniel Chaldi, Irene Ferguson, Girish Gajula, Jay Gilmore, Sri Krishna, Teighe Purnell, Dee Sharp and Wei Zhang.



## OUR COMMUNITY INVOLVEMENT

We are proud of our involvement with the broader community.

We provided assistance at the Victorian Bushfires—five of our staff worked with Centrelink staff in Melbourne for three weeks. We raised nearly \$3,000 and donated over seven litres of blood to the Red Cross.

Our staff were also involved in numerous fundraising events.

The Mother's Day Classic raises funds for breast cancer research and is organised annually by Women in Super. This year 10 staff members volunteered to support the Mother's Day Classic event held on 10 May 2009. As an organisation, we donated \$1000 for the largest school based team prize.

In total, our staff raised \$5,500 in donations for charities over the year.



*Our volunteers for assistance at the Victorian Bushfires (from left) Jon Head, Natalie Calvani, Annette O'Sullivan, Beth Dillon, Andrew Hambridge.*



## Occupational Health and Safety

We are committed to the health, safety and welfare of all our staff. The *ComSuper Occupational Health and Safety Policy and Agreement (2006–07)* and Employer Statement of Commitment provides the broad framework of occupational health and safety (OH&S) matters.

We have an established Health and Safety Committee and rigorous health and safety management arrangements were introduced ahead of the legislative requirement of 15 September 2008. These arrangements will be reviewed in September 2009.

During 2008–09, we continued to promote a range of health initiatives aimed at encouraging staff to pursue healthy and active lifestyles, with a view to reducing unplanned leave, improving productivity and enhancing work and life balance. The health initiatives included:

- employee assistance program (EAP) services for staff and their immediate families
- subsidised influenza vaccinations
- eye-sight testing and subsidies for glasses for screen-based work
- health assessments for staff
- ergonomic workstation assessments, advice and assistance
- subsidised contributions for undertaking health improvement programs, such as Quit Smoking, gym/fitness club membership
- health and wellbeing seminars and workshops
- provision of carers rooms and sick rooms in our office
- installation of antibacterial gel dispensers throughout the office
- provision of health and wellbeing kit for all staff
- a calendar for workplace health initiatives.

We also continued to raise the profile of health and safety issues through our staff newsletter and encouraged staff contributions through a dedicated OH&S email address. Internal networks and regular meetings for Health and Safety Representatives, First Aid Officers and Harassment Contact Officers take place to ensure that health and safety issues maintain an important profile in the organisation. Staff in these roles receive training and guidance on the statutory requirements placed on them.

The signed ComSuper commitment to Comcare's *Occupational Health and Safety and Rehabilitation (OHS&R) Performance Improvement Targets for Commonwealth Premium Paying Employers (2002–2012)* continues to remain an important focus. It is managed by the OH&S team with guidance and support from the Health and Safety Committee. The agreement requires us to:

- review OH&S and rehabilitation performance at a minimum of six monthly intervals
- brief all levels of management and staff on their OH&S responsibilities and, where relevant, provide training to help reduce the incidence of workplace injury and disease
- integrate OH&S into normal risk management activities and undertake a risk assessment to identify current and emerging risks and to develop and promote a strategy to eliminate or minimise those risks
- review our OH&S policies, practices and procedures to ensure relevance and currency.

We met these requirements in 2008–09.

During the year there were no:

- dangerous occurrences under section 68 of the *Occupational Health and Safety (Commonwealth Employment) Act 1991*
- workplace inspections carried out by Comcare
- Provisional Improvement Notices issued.



## Internal communication

During 2008–09 we had a strong focus on organisational communication. This was achieved by refining existing communication channels and introducing new initiatives.

When the Government announced a review of superannuation administration arrangements and the cessation of the APM project, all senior executives led the briefing of staff. This was followed by regular messages from the senior executives and two way communication. Feedback from staff was generally positive in relation to how the information was communicated.

All staff emails are used by our senior executive to communicate key issues to staff. The use of email is reinforced where possible by face-to-face communication, and supported by a range of feedback channels.

Other key internal communication channels include our online staff newsletter, Super Scoop, and team briefings, where messages are communicated to staff in face-to-face meetings, allowing discussion, questions and feedback, which can then be acted upon.

All staff are provided with a variety of ways to provide suggestions and are encouraged to give feedback. These include using the 'Ask Leo' mailbox, using a staff suggestion box and active encouragement of giving and receiving feedback during the monthly conversation.

Quarterly 'Breakfasts with Leo'—an open question and answer forum for APS1-6 level staff—were expanded to include not only our CEO but other senior executives.

