Building capability and diversity

There are significant global and domestic challenges facing the aviation industry over the next 10 years including increased demand, environmental concerns and working towards a seamless sky. This coupled with a decline in the number of skilled employees in the labor market and an increasing ageing workforce highlights the importance of strategic workforce planning. The Airservices Workforce Plan identifies our workforce issues and risks and provides for a continuous business planning process of structuring the workforce to ensure there is sufficient and sustainable capability and capacity to deliver organisational objectives now and into the future.

Advancements in technology and the mining sector boom means that the labour market is a competitive environment. In addition the world of work is changing, with new generations less likely to consider a job, profession or even industry for life and far more likely to pursue a number of careers throughout their lifetime within the global market.

There is a need to manage legacy systems against the rollout of new systems that require a different level of competencies and skills. Increased levels of automation and further increased levels of information integration are anticipated. The need for legacy systems will continue for many years which poses a challenge for Airservices as there is a diminishing pool of relevant skills available in the market due to the pace of technological change.

The 2012 workforce plan builds on our foundations of last year’s plan around the ‘New Workforce’ and extends to focus around critical roles. This plan demonstrates our commitment to ensuring the strategies going forward address the potential skills and capability gap for the roles into the future by effective attraction, recruitment, career and professional development, succession planning and a greater focus on retention of the mature aged workforce.

The importance for Airservices to target attraction and recruitment strategies at our younger generation and focus on training and retaining our older workforce is at the forefront. The strategy also focuses on women and Indigenous employees and greater workforce diversity. It includes flexible working arrangements such as part-time work and phased retirement options.

The plan will also be supported by the recent establishment of the role of Chief Information Officer (CIO) to develop an integrated Information and Communications Technology business function that will address a number of current challenges, and future opportunities. These include increasing our focus on ICT Strategy, ICT Security, Information Management and Business Engagement. Our increased focus in each of these areas, as well as a range of supporting initiatives, will enable us to move in the direction of our vision of “connecting the Australian aviation industry to deliver world best industry performance”.

Andrew Clark
Acting Chief Executive Officer
Summary

The National Aviation Policy White Paper (2009) and the Minister for Infrastructure and Transport’s Statement of Expectations (2011) require Airservices to publish and annually update the workforce plan. Strategic workforce planning is considered a major focus for the organisation as it provides the link between strategic objectives of the organisation and the people initiatives needed to achieve those objectives.

The 2010-2013 Workforce Plan focused on attracting, developing and retaining the workforce for the future as well as growing the “New Workforce” by implementing a comprehensive five stream people program that focused on:

- building capability – to provide the skills and capacity required to support current and future technology and services
- diversifying the workforce – in order to match industry trends and be competitive in a contracting and changing labour market
- lifting employee engagement – through the creation of opportunities for individuals to develop and excel and to ensure the workforce as a whole is ready to take on the challenges of the future
- aligning our values – to the expectations of industry and travelling public that demand safe and effective services while acknowledging the need for continuous improvement and change
- developing strong leaders – who are focused on guiding and motivating the workforce to deliver future outcomes

While these five elements are still important, in 2012 Airservices entered into a new phase of workforce planning recognising the generational opportunity with the Department of Defence to develop a common air traffic management platform for Australian airspace and continue the strategy to build the capability of the "workforce for the future". By building on the existing framework and working collaboratively with managers to develop their understanding of how they as individuals can impact on workforce trends within their business groups, Airservices will be well positioned to deliver its 2020 strategic vision - connecting the Australian aviation industry to deliver world best industry performance.

In addition to renovating the recruitment process, Airservices is implementing a range of tailored attraction and recruitment strategies to develop a pipeline of new recruits and improve workforce diversity. Initiatives include:

- reviewing ARFF recruitment process to identify and remove gender bias including redesigning physical testing
- partnering with NSW TAFE to deliver a tailored Electronic and Communications Engineering Diploma to meet the organisation’s specific needs
- innovative advertising campaigns to attract female applicants for non traditional roles including ARFF and ATC
- development of an Indigenous Employment Strategy which will include strategies to provide and support opportunities at regional and remote locations
- trialling transition to work programs for people with a disability
This next phase of workforce planning has been focused around the needs of the operational groups with the view of extending this process to the corporate groups in 2012-13. The operational groups are Air Traffic Control (ATC), Aviation Rescue and Fire Fighting (ARFF) and Projects and Engineering (P&E), formerly known as the Technology and Asset Services Group.

This iteration of workforce planning extended the level of consultation within the organisation to formulate the workforce planning assumptions and workforce issues. This supported the demand forecasting stage for the operational groups.

The generic themes within the planning assumptions were reflected across the operational business groups and can be broadly grouped as follows:

- Impact of predicted aviation growth domestically and internationally
- Impact of ATC Future Systems (resourcing implications and skills requirements)
- Transition from legacy to new systems and the skills and capabilities required to support both systems
- Increased growth in service requirements e.g. ARFF stations
- Potential policy and regulatory changes

The ATC Future System (AFS) Program has commenced transition planning in collaboration with our ‘harmonisation’ partner, the Department of Defence. The transition planning process makes the necessary consideration of a range of planning elements including: technology; operations; facilities; and people and training.

During the period of the 2012-2013 Airservices Workforce Plan, the AFS Program will be developing a detailed understanding of the capability required to deliver this important program of work, and in turn, sustain Airservices ability to meet its service delivery commitments in the longer term, once the replacement technology solution has been delivered.

In addition, the Australian Civil-Military Air Traffic Management Committee (AC-MAC) will be considering a range of harmonisation initiatives, focused on how we work effectively together to ensure this important strategic relationship endures in the longer term.
Critical job roles

This year’s workforce planning activity also focused on the identification of critical roles within Airservices. Whilst all jobs are important to ensure Airservices continues to provide safe, reliable and efficient services to the aviation industry into the future, this plan identifies and highlights critical roles that pose the greatest risk to the organisation.

The determination of a critical role was based on one or more of the following characteristics:

- job roles that are hard to fill
- job roles assessed critical or core to the organisation’s competitive advantage
- job roles that are slow and/or hard to grow and have long lead times to competency
- job roles forecast to undergo significant change
- job roles that have had a high number of vacancies in the last 12 months
- job roles assessed as core to new business initiatives
- job role cohorts with a workforce profile that constitute a critical mass.

A number of critical job roles were determined throughout this process within ATC, ARFF and P&E. The following table identifies these critical roles by operational business group.

**TABLE 1:** Critical roles by operational business group.

<table>
<thead>
<tr>
<th>Group</th>
<th>Critical role</th>
</tr>
</thead>
<tbody>
<tr>
<td>ATC</td>
<td>Air Traffic Controller</td>
</tr>
<tr>
<td>ARFF</td>
<td>Fire Officer: Superintendent</td>
</tr>
<tr>
<td></td>
<td>Fire Officer: Fire Commander</td>
</tr>
<tr>
<td></td>
<td>Fire Officer: Station Commander</td>
</tr>
<tr>
<td></td>
<td>Fire Officer: Station Officer</td>
</tr>
<tr>
<td>P&amp;E</td>
<td>Electrical / Radio Frequency Engineer (Qualifications / building blocks for Navigation, Surveillance and VHF/HF Engineers)</td>
</tr>
<tr>
<td></td>
<td>Communications Engineer (Qualifications / building blocks for Satellite and Network Engineers)</td>
</tr>
<tr>
<td></td>
<td>Software Engineer (Qualifications / building blocks for Data Analysts / Modellers, Testers and Maintenance Engineers)</td>
</tr>
<tr>
<td></td>
<td>Systems Engineers</td>
</tr>
<tr>
<td></td>
<td>Requirement and Capability Analysts (IT Business Analyst)</td>
</tr>
<tr>
<td></td>
<td>Systems Integrators</td>
</tr>
<tr>
<td></td>
<td>Systems Architects</td>
</tr>
<tr>
<td></td>
<td>Electrical Technical Officers</td>
</tr>
</tbody>
</table>
Airservices risks

The key risks identified through the workforce planning process are listed below:

- skill shortages
- knowledge loss through retirement
- culture misalignment/readiness
- government and regulatory changes
- ageing / mature workforce – Almost half the workforce over 45+
- long tenure – potential wave of impending retirements
- diversity profile
- competitive market for specialist skills

Moving forward Airservices needs to be diligent in its implementation of workforce management strategies to mitigate these risks. A focus needs to be on the following areas:

- reducing the turnover of short tenure (less than three years) employees across the organisation
- exploring ways to increase the average retirement age beyond 55 years particularly in key operational areas
- improving the retention of mature-age employees with specialist skills by leveraging off flexible working arrangements
- initiatives aimed at improving efficiency and productivity in some roles
- training, re-training and career development for employees
- succession planning and professional development for employees with a major focus on talent management of our younger generation

With almost half of Airservices workforce aged 45 years and over and the increased requirement for specialist skills in limited supply, Airservices is committed to focusing its workforce planning around those roles that pose the greatest risk to the safety operations over the next five years. Strategies around recruitment, training, career and professional development and reward and recognition are vital in sustaining our mature aged workforce and attracting and retaining the new generation.

This will ensure Airservices continues to provide safe, reliable and efficient services to the aviation industry into the future.
Airservices overview

Airservices Australia is a statutory authority wholly owned by the Australian Government and responsible for providing safe and environmentally sound air traffic management and related airside services to the aviation industry. Each year, Airservices manages air traffic operations for more than four million flights carrying some 65 million passengers in the Australian Flight Information Region (FIR).

Airservices provides communication, navigation and surveillance and air navigation services over an area which covers 11 per cent of the earth’s surface.

Airservices delivers:
- en route and terminal air traffic services
- aeronautical data services, such as charts and departure and approach procedures
- airspace management services
- tower services at 28 airports
- aviation rescue and fire fighting services at Australia’s 21 busiest airports
- environmental services
- management of the Australian national air navigation infrastructure.

Airservices corporate structure consists of a Board of Directors which is appointed by the Minister for Infrastructure and Transport and a Chief Executive Officer who is appointed by the Board. The Board is responsible for deciding the objectives, strategies and policies to be followed by Airservices, and ensuring that we perform our functions in a proper, efficient and effective manner.

A headline organisational chart is provided below.
Vision, mission and values

Airservices launched a new vision, mission, values and brand for the organisation in July 2011 as we work to meet the challenges of growth in the aviation industry.

Vision

Our vision is: ‘Connecting the Australian aviation industry to deliver world best industry performance’.

Our vision statement sets out where we want to be as an organisation. Our vision is about working with the industry to meet the challenges of a predicted 60 per cent growth in air traffic over the next 20 years. This level of growth means increased demand at airports, and a range of other environmental and service efficiency issues.

Airservices has a unique role at the heart of the industry. We are ideally placed to bring the various industry players together to deal more cohesively with these challenges.

Mission

Our mission is ‘to provide safe, secure, efficient and environmentally responsible services to the aviation industry.’

This statement defines our purpose and helps to give us a sense of direction.

Values

Our organisational values are:

- Excellence – we are the best we can be
- Inclusion – we are diverse and involved
- Cohesion – we are working together
- Initiative – we are making a difference
Airservices workforce

Current workforce profile

As at April 2012, the Airservices workforce comprised approximately 3,900 employees, with operational staff in Air Traffic Control (ATC), Aviation Rescue and Fire Fighting (ARFF) and Projects and Engineering (P&E) making up 77 per cent of this total workforce. The remaining 23 per cent provides support to the core business through safety, training and corporate services. Due to the highly specialised nature of the business it traditionally has a high proportion of employees who have long careers with the organisation. The average workforce age is 43 with average tenure around 13 years.

Currently, 16 per cent of staff are approaching retirement (aged 55+) with 46 per cent of the total workforce aged 45 years and over. Figure 1 shows that almost 40 per cent of the workforce is within the Early and Late Boomer generation with only 21 per cent within Generation Y. This reflects the typical Australian workforce trend where the cohort of young people entering the workforce is declining due to demographic and social changes such as a declining birth rate and increased participation in higher education.

With almost half of Airservices aged 45 years and over a key challenge for the organisation is to understand the requirements and needs of its experienced workers. This will inform forward planning to recruit, train, integrate and retain mature-age workers, and thereby better position the organisation to cope with the risk of its ageing profile.

Over the next several decades the ageing population within the broader workforce is projected to have a significant implication on labour force participation and demand for skilled labour. This highlights the importance for Airservices to target attraction and recruitment strategies at both the younger and traditional prime-age segments of the labour market as well as focus on retraining and retaining older workers.

**FIGURE 1:** Airservices generation profile

![Age Distribution Chart]

- **Silent’s (1925-1945)**: 0%
- **Early Boomers (1946-1954)**: 11%
- **Late Boomers (1955-1963)**: 27%
- **Generation X (1964-1978)**: 40%
- **Generation Y (1979-1994)**: 21%
- **Generation Z (From 1995)**: 1%
Air traffic control

The Air Traffic Control (ATC) group represents around 33 per cent of the Airservices workforce. Over 1,200 full time equivalent employees provide air traffic control, flight information, aeronautical information and support services. The majority of our ATC employees work in the two major en route centres at Melbourne and Brisbane with smaller numbers of employees at the four terminal control units at Cairns, Sydney Adelaide and Perth, and in 28 towers at capital city and regional airports across Australia.

The ‘air traffic controller’ skill set is the most critical job role within the ATC group.

Planning Assumptions

- Tower, terminal area and en route services are likely to become more integrated and seamless, both domestically and within the region.
- Increased levels of automation and further increased levels of information integration are anticipated.
- Traffic levels are expected to continually increase between now and 2025.
- There will be a minor increase in the number of controllers required to 2016 due to increased volumes of traffic and the need to supply subject matter expertise to other areas within the business. It is envisaged that process improvements and efficiencies will assist in minimising the need to increase the ATC workforce.
- The strategic direction of the ATC group is based on growth and delivery of future services. Outside influences, including regulatory and project requirements will require additional services and resources to be provided.

Workforce demographics

The age distribution of ATC mirrors the organisation trend with 50 per cent of the group aged 45 years and over. Traditionally, controllers have maintained long careers with current average workforce tenure of 16 years.

The average workforce age for this group is 44.5 and 14 per cent of employees are eligible for retirement. There are only a very small proportion of part-time employees (around six per cent) and the employee-initiated termination rate is three per cent.

By 2016/17, ATC could potentially lose up to seven per cent of its workforce to forecast resignations and 21 per cent (over 250 employees) to retirement. Figure 2 shows the potential ‘gap’ between demand (forecasting staffing required for baseline business) and supply (forecast employee initiated terminations and retirements) if no action was taken.

In order to forecast the future workforce demand, we have used the underlying planning assumptions which refer to the anticipated increased levels of automation and further increased levels of information integration and process improvements and efficiencies, which will assist in minimising the need to increase the ATC workforce.

Gap analysis

A major focus for ATC is around the ‘air traffic control’ skill set. This is deemed as the most critical role moving forwards over the next five years. The gap analysis indicates for this group we will require at least an additional 80 ATC trainees annually in order to offset the impact of retirements and resignations.
Strategies

A number of key strategies initiatives are being developed or currently in place to ensure Airservices meets the potential demand for the ‘air traffic controller’ skill set in the next five years. These include:

- maintaining the current intake of 80 endorsed controllers per financial year, noting that this figure will be reviewed on a regular basis and adjusted to meet demand
- continuing to work with the Learning Academy to discuss trainee progress to enable enhanced planning and matching of skills to sectors
- conducting people planning workshops and continue to use the Career Development System to manage internal movements for internal retention
- continuing to develop management capability through the Airservices ‘Managing for results’ program and other courses to build and sustain management capability
- reviewing the ATC recruitment process to ensure it aligns with the changing external environment
- building a diverse workforce by focusing on increasing opportunities for flexible working arrangements, including part-time or casual workers as well as increasing female and indigenous employees.

In addition, the ATC career model sets a framework to create an environment where all controllers are motivated and able to achieve their best both personally and professionally. It introduces and reinforces a culture of shared management–employee responsibility for the careers of controllers. The ATC career model provides a framework to plan and to progress through a defined career structure supported by organisational management systems. This is assured by defining career stages and matching individual aspiration with tailored development opportunities.

This model also supports staffing at regional locations by providing a job rotation process.

**FIGURE 2:** Gap analysis - Air Traffic Control (Total)

![Gap analysis - Air Traffic Control (Total)](image)

**NOTE:** Gap identified in Figure 2 represents what occurs if Airservices were to “do nothing”. To address the gap a range of recruitment and retention strategies are being implemented.
Aviation Rescue and Fire Fighting

Aviation Rescue and Fire Fighting (ARFF) group represents around 21 per cent of the Airservices workforce and consists of over 550 aviation firefighters and around 150 fire officers. They are supported by emergency vehicle technicians who maintain a fleet of specialised aviation fire vehicles, water rescue craft and fire and emergency response equipment.

The ‘Fire Officer’ group is seen as being the most critical job role within ARFF. While Airservices attracts a large pool of candidates when advertising for aviation firefighters, it takes a significant length of time to develop recruits into the officer ranks.

Planning assumptions

- At present, regulation states that an ARFF service must be provided where an aerodrome operates international regular passenger transport (RPT) air services or where the number of RPT fare-paying passengers exceed 350,000 per annum.

- ARFF services are provided at 21 airports around Australia. Planning is underway for a new station at Port Hedland which is expected to open mid-2013. Coffs Harbour has seen relatively flat growth during the past 12 months, but modest growth anticipated in the next 12 months may see passenger numbers sustained over the 350,000 threshold and a new station opening during 2013.

- Of significant interest is the fast pace of passenger growth at mining centres. If this rate of growth is sustained, new stations at some locations would expected to be opened during the next five years.

- Preliminary planning has commenced for a new service at Gladstone as passenger numbers have now significantly increased. It is also anticipated that there will be category increases at Adelaide, Brisbane and Perth within the next five years.

FIGURE 3: Age distribution 11/12

Airservices Australia

GROUP
Workforce demographics

The age distribution (see Figure 3) of ARFF staff is similar to the organisation workforce trend where over 40 per cent of staff are aged 45 years and the average workforce age is 43 years old.

When looking at this data by gender the male age distribution is in line with the organisational trend however the female age distribution within ARFF is the reverse with 70 per cent of women aged between 25 and 45 years old. Average workforce tenure is similar to the Airservices trend with 45 per cent of male staff and 11 per cent of female staff with more than 10 years tenure.

Workforce challenges

By 2016/17, ARFF could potentially lose up to seven per cent of its aviation fire fighting workforce to forecast resignations and ten per cent are eligible for retirement. More importantly, up to 27 per cent of Fire Officers are likely to retire over the next five years.

Figure 4 demonstrates the potential ‘gap’ between demand (forecasting staffing required for baseline business) and supply (forecasting employee-initiated terminations and retirements and recruitment/retention rates) if no action was taken.

In order to forecast the future workforce demand, we have used the underlying planning assumptions which refer to the establishment of new stations over the next five years combined with knowledge of the organisation’s requirements. This is used to create a plausible picture of the demand for employees to the number of people and job roles that will be required in the future.

Gap analysis

Developing strategies and planning action to reduce the potential gaps is the culminating point of the workforce planning effort. A major focus for ARFF is the ‘Fire Officer’ group because it is deemed as the most critical role moving forwards over the next five years. The gap analysis indicates that ARFF will require at least an additional 50 fire officers over the next five years to replace those retiring as well as meet the demand of new services.

**FIGURE 4:** Gap analysis - Aviation Rescue and Fire Fighting (Total)

![Gap analysis - Aviation Rescue and Fire Fighting (Total)](image_url)

**NOTE:** Gap identified in Figure 4 represents what occurs if Airservices were to “do nothing”. To address the gap a range of recruitment and retention strategies are being implemented.
To be eligible to progress to the officer ranks, aviation fire fighters must attain qualifications at the Certificate IV, Diploma and Advanced Diploma levels. It currently takes about 10 years to develop the capability to move to the most senior position of Station Commander.

**Strategies**

A key focus is on the retention of possible ‘Fire Officer’ retirees. A number of strategies are currently in place to address this future gap in capability. These include:

- the redesign of officer training programs to accelerate attainment of qualifications and the introduction of incentives to encourage fire fighters to undertake officer training
- talent management/succession planning
- transition to retirement arrangements with the employers sponsored Superannuation fund (AvSuper) to facilitate the ongoing employment of these employees after their defined benefits reach a maximum level. These arrangements allow Airservices to continue to utilise this group of employees long after their nominal retirement age
- review job role design (less physically demanding roles)
- increase opportunities for flexible working arrangements (part-time work, job sharing arrangements).

Other key strategies for the ARFF group include the:

- redesign of the recruitment methodology to remove gender and cultural barriers to entry into the ARFF group
- ‘Own Time Own Expense’ transfers which is a strategy to promote the opportunity for existing staff to nominate or participate in internal mobility in the first instance, rather than prescribing locations to new recruits as a first option.

In the longer-term, ARFF may need to look at the design of a lateral entry course and to formalise the re-engagement of former employees to overcome the future shortage of ‘Fire Officers’.
Projects and Engineering

The Projects and Engineering (P&E) group provides engineering, consulting, project management, asset management and maintenance services for Airservices. It manages assets including the network of air traffic management, surveillance, navigation and communication systems that form the National Airways System. The P&E group represents 24 per cent of the Airservices workforce.

The ‘Engineering and IT’ job roles are seen as being the most critical for P&E because the highly specialised nature of Airservices business which often requires long lead time to competency coupled with the global and domestic shortage of these skills and capabilities in the market. The delivery of the organisation’s capital works program and the need to attract and retain these specialists to support both the legacy systems and the roll out of new systems is significant.

The recent Engineers Australia Salary and Benefits Survey (covering almost 100,000 employees across 429 engineering employers) highlighted the effects of Australia’s engineering skills shortage. It clearly showed that engineering employers are struggling to find suitably skilled people to fill vacancies, and are increasingly having difficulties attracting and retaining appropriately skilled engineers.

Planning assumptions

- There is a need to manage legacy systems against the rollout of new systems that require a different level of competencies and skills. Increased levels of automation and further increased levels of information integration are anticipated.
- The capital expenditure (CAPEX) program will see the introduction of new systems, new technologies and new capabilities.
- CAPEX work projects are often labour intensive. Sourcing of project resources and therefore timely design and implementation requires responsive recruitment and a flexible workforce model.
- The challenge of supporting core systems whilst also supporting acquisition and implementation of new systems will require active resourcing, prioritisation and leadership.

**FIGURE 5:** Tenure distribution 11/12
Workforce demographics

P&E’s current tenure is similar to the whole of Airservices with 41 per cent of employees having greater than 10 years tenure.

Figure 5 also reflects 48 per cent of employees in P&E have less than 6 years tenure compared to 31 per cent for the organisation. This is correlated with the number of employee-initiated separations for employees aged less than 35 years of age leaving Airservices within the first three years.

Airservices are focusing retention strategies targeted at this new generation around career development, professional development and reward and recognition.

The average workforce age for P&E is 44.5 years, with 21.6 per cent approaching retirement eligibility (55 years).

Workforce challenges

During the workforce planning process a number of critical roles within this group were determined, including a range of engineering and IT based roles that support all of the systems within Airservices.

To date we have identified the critical roles however an extensive piece of work will be undertaken in 2012/13 to provide more clarity and granularity around these roles and their impact on the business into the future.

The main focus for the P&E group over the next five years is to manage the forecast retirements, attract and retain the new workforce and to resource the capital program.

By 2016/17, P&E could potentially lose up to 22 per cent of its workforce to retirement and 13 per cent to resignation – around 300 employees. Of these potential departures from the organisation, over 50 per cent are within the identified critical roles (Engineering and IT).

Strategies

A number of key strategies are currently in place to reduce the potential impact and risk of the skills and capability gap into the future for those identified critical job roles.

In February 2009 Airservices partnered with TAFE NSW Riverina Institute in Wagga Wagga to deliver a tailored Electronics and Communications Engineering Diploma course to Airservices trainees. This initiative has alleviated the issues associated with technicians who are critical to our business and difficult to find in the current market.

Our graduate program will maintain its intake of engineering graduates in 2012/13 and the development of in-house training programs for our experienced engineers to multi-skill and perform engineering roles within the organisation that require extensive experience with our systems.

Flexible working arrangements, talent management, succession planning will continue and a significant focus around professional development and training opportunities for our old workforce and the new generation.
Corporate groups

The corporate business groups provide support to the operational groups through the provision of specialist advice and service delivery in the areas of safety management, human resources, training, finance and business services, government and industry affairs and environment obligations.

The corporate groups account for over 20 per cent of Airservices workforce with tenure averaging seven years and over half of the workforce aged between 25 and 45 years. Around 15 per cent of this group are eligible for retirement at 55 years or over and the current employee-initiated termination rate is around 10 per cent (excluding the Learning Academy which is currently around five per cent).

Typically, turnover within the corporate groups is higher than within the operational business groups due to the nature and diversity of the roles and the skills required, with greater transferable opportunity to the wider market and to other industries. The only exception to this rule is the safety specialists, who conduct safety assurance work that enables the organisation to implement change in an acceptable manner. Airservices will continue developing and recruiting these specialist skills into the future as the organisation continues to implement new systems and technology.

With around 200 employees forecast to retire or resign from the corporate groups over the next year, the focus will need to be around retention. Research shows that new generations are not as focused around long tenures with one organisation. To improve retention beyond one to three years Airservices needs to ensure it provides career development and training opportunities, coupled with flexible working arrangements and work-life balance.

The corporate group staffing compliment will remain fairly consistent over the next five years, with a key focus on gaining efficiencies and a working ‘smarter’ in our approach to work.
Airservices progress to delivering the ‘new workforce’

Airservices has developed strategies and new initiatives over the last 12 months against the five stream people program to address the challenges of growing a ‘new workforce’. The progress and achievements against each stream is detailed below.

Accessing capability

Airservices is accessing the knowledge of its retired workforce through the introduction of an Airservices Alumni. Airservices is able to tap into the specialist skills of ex-employees, connect aviation enthusiasts, create knowledge sharing opportunities and build an extended community of expertise.

Alumni membership is offered to all employees upon separation from Airservices through the voluntary separation process. To date there are 265 registered Alumni members, with 157 members interested in receiving information about future opportunities within Airservices.

Diversifying the workforce

Since the publication of the ‘Workforce Plan 2010-2013’ Airservices has publicly identified the diversification of our workforce as a key strategic theme. The Airservices Workforce Diversity Plan 2011-2014 (the Plan) was approved by the Board in December 2011 as part of the Airservices Workforce Plan 2011-2013. A number of key initiatives are underway to support Airservices objective of diversifying our workforce.

Indigenous Australians

Figure 6 is the current representation of Indigenous employees in Airservices. These figures are based on diversity information provided by new employees during the onboarding process and it is unclear how comprehensive self disclosure is at this time. Processes to provide subsequent opportunities to collect this information later in the employee’s employment are being assessed.

The number of employees identifying themselves as Indigenous has remained relatively static as an absolute, and as a result of the growth in Airservices total workforce, has therefore declined slightly as a percentage.

Reconciliation Action Plan

Airservices signed a Statement of Commitment in November 2011 to work towards launching an organisational Reconciliation Action Plan (RAP) by August 2012. This RAP will set out a four year vision for actions and targets based on Reconciliation Australia’s three pillars of reconciliation of:

- Relationships - Respectfully building relationships between Airservices, its customers, community partners and Indigenous Australian peoples and cultures.
- Respect – Increased respect and appreciation of Indigenous Australians and Airservices ability to work with Indigenous Australian communities through understanding culture and history, and the development of policies and practices that demonstrate Airservices commitment to reconciliation.

Diversity Council

In November 2011 Airservices established the Executive Diversity Council which is chaired by the Chief Executive Officer. The Council’s role is to focus and guide the delivery of diversity programs and initiatives across the organisation.
Opportunity - To be an organisation committed to building a culturally diverse and inclusive workforce by identifying opportunities with indigenous Australians by building respect towards a better Australia.


Developing an IES will be a key initiative under the RAP aimed at identifying steps to address critical under-representation of Indigenous Australians in the Airservices workforce. It will set out the following three areas of focus:

Recruitment
- Innovative ways to advertise and promote career opportunities for Indigenous Australians including school based apprenticeships, traineeships, graduate programs, cadetships, scholarship programs.
- Review and enhance the internal recruitment and on boarding processes to support Indigenous applicants.

Retention
- Preparing the organisation for indigenous employees through cultural awareness training.
- Improved induction practices and targeted learning and development options.

Workforce projections
- Improved capability to capture and track information regarding Indigenous employee’s employment.

Women

The overall number of women employed by Airservices continues to grow and since 2010 Airservices has had a specific focus on the employment and development of women in the non-traditional areas of:

- Air Traffic Control (ATC)
- Projects and Engineering (P&E)
- Aviation Rescue Fire Fighting (ARFF)

Progress is being made in ATC and P&E however the attraction of female recruits to ARFF continues to be a challenging area.

**FIGURE 6:** Indigenous (percentage of total workforce)
ARFF female recruitment

Airservices has implemented innovative attraction initiatives targeting women for the ARFF group. These initiatives include targeted advertising in female gyms and sporting publications and partnerships with female sporting groups such as Netball Australia. These initiatives have seen an increase in the level of female applicants for ARFF roles but have not translated into increased female numbers in operational fire fighting roles.

Phase 2 of this program includes the redesign of the recruitment methodology to remove gender and cultural barriers to entry into ARFF. The most significant part of this reform is a full review of the physical entry requirements to recruit courses which is being conducted in conjunction with the University of Queensland. This will provide Airservices with a scientific basis for physical testing programs.

Women in Leadership Network

The Airservices Women in Leadership Network was established in 2010 and has held regular networking and professional development workshops every six months.

The key themes that have been raised by this network and are now being addressed by the Diversity Council include:

- perceptions in the organisation – women want to be treated as equals and recognised for their skill, experience and merit
- mentoring, coaching and professional development
- workplace flexibility for both women and men, including part-time workplace arrangements

Culture - Bullying and Harassment Prevention

Since October 2011 Airservices has implemented a Bullying and Harassment Prevention Program and reviews of this program have been conducted. The rollout of this program has included:

- training 350 managers in “Setting the Standard” behavioural workshops
- revitalising the Fair Treatment Contact Officer Network from 8 representatives to 27 across Australia

FIGURE 7: Disability (percentage of total workforce)
procuring and engaging a new national Employee Assistance Program provider
reviewing and relaunching of the Code of Conduct, including employee consultation and training packages

People with a disability

Figure 7 shows that the number of people who identify as having a disability in Airservices has remained static as a percentage of the total workforce in 2011-12.

Airservices is trialling a number of transitions-to-work programs. Managers and staff have been provided with training and support to ensure that they are able to appropriately structure work, the workplace as well as support and maintain positive relationships.

Culturally and Linguistically Diverse (CALD) backgrounds

Airservices continues to improve the attraction and retention of employees from culturally and linguistically diverse backgrounds. This growth is particularly strong within the engineering and technical disciplines. Initiatives currently planned for implementation in 2012-13 include:

- publishing a calendar of significant cultural events
- recognising leave requirements for cultural events outside the Christian calendar
- implemented a program of cultural awareness training
- providing appropriate facilities, such as prayer rooms
- offering English language master classes / presentation skills opportunities.

Lifting employee engagement

While our annual employee opinion surveys indicate that our rate of engagement as an organisation is increasing, the challenges of the future mean that further improvement will be essential.

The key driver of engagement across the organisation relates to employees current role and being sufficiently challenged and motivated in their work. Employees are also seeking advancement and improvement opportunities linked to performance outcomes.

**FIGURE 8: CALD Employees (percentage of total workforce)**

![CALD Employees Chart](chart.png)
In improving engagement:

- The Chief Executive Officer and Executive members deliver an ‘all staff’ presentation on a quarterly basis. These sessions are designed to keep employees informed of current operations and projects, future challenges and new initiatives
- A new career model for air traffic controllers has been introduced
- The organisation’s new Career Development System has been proactively implemented for all employees
- Enhanced social club arrangements (employees are now automatically social club members, opportunities to network and participate in extra curricular activities) have been implemented
- A range of employee benefits are offered to employees (e.g. Health Insurance Discounts, Gymnasium Facilities and Subsidies)
- The implementation of a Canberra child care facility was considered but was considered not feasible. Arrangements are in place for Melbourne Centre staff to have access to a nearby centre.

Moving forward, the following engagement activities will be undertaken over the next 12 months:

- renovation of the Work Performance System to provide managers and employees with an improved mechanism to track employees’ performance linking to future career aspirations
- action plans will be developed at the team level by Managers with their teams to identify and address any engagement opportunities surfacing out of the latest employee opinion survey. These actions will be collated and used to improve engagement.

Aligning our values

Airservices understands that as a high performing organisation, our corporate values and the personal values of our workforce must be aligned. Airservices is working to ensure that our business systems and processes reflect the values. Airservices communicates changes to staff by including an explanation of how these changes are aligned with our values. Managers are also encouraged to refer to the values when performing their everyday duties. Over the last year Airservices:

- achieved a 77 per cent positive response for ‘understanding values’ in the 2012 Employee Opinion Survey
- managers conducted workshops with their teams across the business (92 per cent completed by end of April 2012)
- established Work Performance Agreements for the Executive and Senior Management Team during 2011-2012 which included a 30 per cent values component
- revised Recognition and Reward Guidelines to include the values were and re-launched in November 2011
- incorporated a ‘values’ session as part of the Corporate Induction course
- developed a toolkit to assist with the education of values and to provide staff with guidance on how to embed the values into their everyday working duties
- implemented a regular “Living the values” article in the internal staff publication ‘Azimuth’ since July 2011.
Developing strong leaders

The development of inspiring leadership at all levels of the organisation is a key part of a high performing organisation. Our focus is on ensuring that highly effective leaders have the requisite capabilities to take the organisation forward, and to develop a pool of potential successors ready to step up to senior leadership positions in the future.

A structured leadership development program, tapping into both internal and external expertise, is being rolled out to support the establishment of a leadership pipeline. Over the last 12 months 114 managers have participated in the Managing for Results Program delivered in partnership with Mt Eliza Business School.

The embedding of leadership programs and the continuous improvement of our management capability will be an ongoing focus over the planning period. Airservices will continue to enhance our management and leadership capability through:

- the review and refocus of the ‘Leaders Leading’ program which was developed in 2006. This program emphasises the manager’s role in the delivery a fair and consistent leadership capability across the organisation
- reframing the previous ‘Management Essentials’ program, launched in 2009 as separate “Personal Effectiveness” and “Frontline Manager” programs. These two programs combine to provide a Diploma of Management qualification
- the continued provision of the “Managing for Results” residential program which is delivered in partnership with Mt Eliza Business School
- planning pilot programs which support leaders transitioning to frontline and senior manager roles
- the continued implementation of succession plans for Executive and senior management roles and operationally critical positions.

All leadership development programs have a strong emphasis on supporting our values, our business strategy, and completion of work-based action learning projects under the direction of the participants’ manager.