



National Equity and Diversity
Program 2007–10

Progress Report 2009–10



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Contents

Foreword	5
Principles and practices	6
Introduction	7
Reporting obligations	9
Summary of progress against program objectives	13
Statistics for 2009–10	19
Appendix A	25
Appendix B	26




AIRSERVICES AUSTRALIA

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COMMUNICATIONS & NAVIGATION
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Foreword

Airservices Australia (Airservices) aims to ensure that all staff are treated with dignity, respect and courtesy in the workplace and experience equal opportunity throughout their careers with the organisation.

To help achieve this, Airservices has devoted considerable efforts this year to develop Airservices Workforce Plan 2010-13 which identifies Airservices workforce challenges and lays out our strategy to build a 'New Workforce' for the future.

The strategy recognises the need to attract people from backgrounds that have previously been under-represented in our workforce and outlines the measures we will take to improve the way we engage and retain the people we employ.

The workforce plan is underpinned by Airservices National Equity and Diversity Program 2007-10 which is built on the principles of equal employment opportunity.

The underlying intent of the program is our commitment to ongoing improvement and this year we reviewed and refreshed our Fair Treatment Review System and Code of Conduct.

Other notable initiatives over the past year have included changes to our policy in support of more flexible working arrangements for staff and the introduction of a 'Women in Leadership Network' to increase the attraction and retention of female employees to the organisation.

The Board and management are committed to achieving substantial progress over the coming year, through renewed emphasis on designing and implementing programs that encourage greater diversity, flexible working arrangements and greater work life balance for our employees.

Our National Equity and Diversity Program for the next three years has been updated to reflect our objectives and includes more rigorous targets and performance indicators to drive change and prepare the organisation for the future.

Greg Russell
Chief Executive Officer
30 September 2010



Principles and practices

Airservices is striving for a work environment where:

- respect, dignity and honesty are our key values
- diversity is valued
- judgements and decisions are based on fairness and merit
- artificial, unfair or inappropriate barriers to workplace participation are eliminated
- the contribution of individuals to deliver our business outcomes are valued
- workplace harassment and discrimination is not tolerated and eliminated
- conflict is resolved by an unbiased decision-maker.

Introduction

Airservices is a Commonwealth Statutory Authority, established by the *Air Services Act 1995*. Our role is to provide air navigation and aviation rescue and fire fighting services.

As a Commonwealth employer, Airservices is bound by:

- the *Equal Employment Opportunity (Commonwealth Authorities) Act 1987*
- the *Human Rights and Equal Opportunity Commission Act 1986*
- the *Racial Discrimination Act 1975*
- the *Sex Discrimination Act 1984*
- the *Disability Discrimination Act 1992*
- the *Age Discrimination Act 2004*.

This report to the Minister for Infrastructure and Transport is made under s.9 (2) of the *Equal Employment Opportunity (Commonwealth Authorities) Act 1987*. The reporting period covers 1 July 2009 to 30 June 2010.

The format of the report follows the legislated requirements of the *Equal Employment Opportunity (Commonwealth Authorities) Act 1987* with sections and headings structured to match. For this reason, some information is repeated in several sections of the report.

The *Equal Employment Opportunity (Commonwealth Authorities) Act 1987* requires Airservices to promote equal opportunity in employment for women and designated groups which are people with disability, indigenous Australians and people from a non-English speaking background.

Our equity and diversity policy reflects the principles and legal obligations Airservices has under the statutes mentioned above. Further it supports and encompasses our aim to enhance the lives of

our employees both inside and outside our workplaces and to ensure that the human capital necessary to deliver the organisation's goals is developed and retained.

In line with developments, over time, the term 'equal opportunity in employment': or 'equal employment opportunity' is referred to as 'equity and diversity', encompassing all aspects of life that individuals bring to the workplace (see Appendix A)

Included in this report are key areas of Airservices National Equity and Diversity Program 2007-10 and Airservices responses against the obligations in the relevant legislation, progress against each of the program objectives, statistical trends and evidence of improvements made as a consequence of these actions.

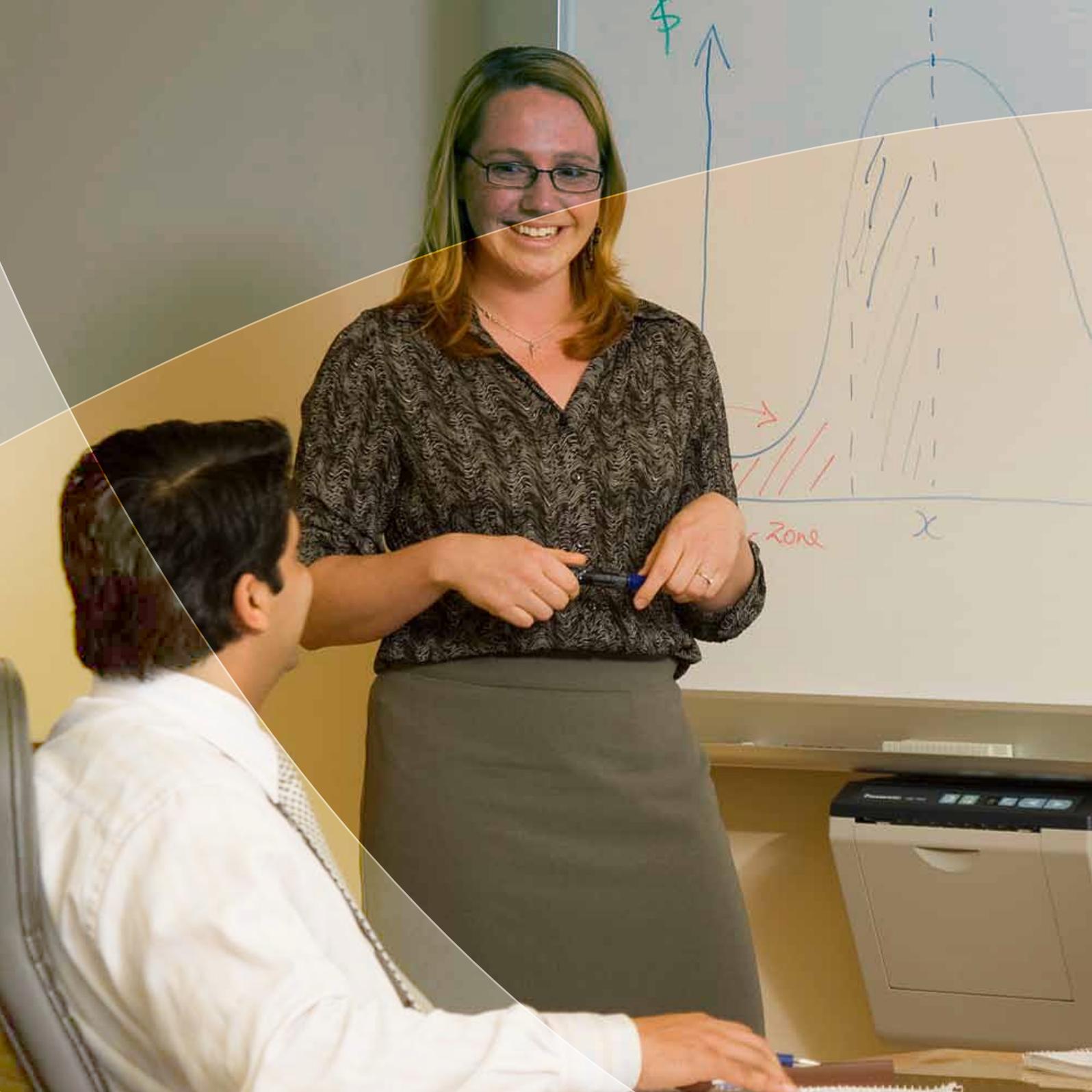
Development and implementation

For over 12 years, Airservices has developed and implemented equity and diversity programs and initiatives. The current National Equity and Diversity Program covers the period 2007-10 and is our fifth such program to date.

It builds on the principles and objectives of the National Equity and Diversity Program 2004-07 and takes into account ministerial responses to previous reports and the need to gain greater commitment to implementing equity and diversity action plans.

Equity and diversity goals for the current program address both the letter and the spirit of the legislation and our aim of embedding equity and diversity into the working environment. The program's objectives are set out at Appendix B.

The program was developed in accordance with legislative requirements, consultation with business groups, and responses from employee surveys.



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Reporting obligations

The *Equal Employment Opportunity (Commonwealth Authorities) Act 1987* requires Airservices to undertake the following actions as part of its equity and diversity program.

Informing employees - s. 6(a)

All employees are provided with information on equity and diversity policies, activities and issues:

- The Equity and Diversity Progress Report 2008-09 is referenced in Airservices annual report, and is available on Airservices intranet (AvNet).
- Airservices Workforce Plan 2010-13 is available electronically and in hard copy to all staff. It outlines our strategy to attract people from backgrounds that have previously been under-represented in our workforce and measures to improve the way we retain and engage the people we employ.
- Airservices culture and behavioural expectations are continually reinforced by the Executive and senior management through a comprehensive staff engagement program.
- Information on equity and diversity policies, resources and activities is regularly updated on Airservices internal website and distributed to staff via email and staff engagement sessions.
- Human resource practitioners attend relevant seminars through professional memberships (e.g. Australian Human Resources Institute) and have available the latest research and case studies on equity and diversity court outcomes and developments. This information is distributed to business managers.

Conferring responsibility - s. 6(b)

Overall accountability for the National Equity and Diversity Program has been conferred to Airservices CEO and Executive Committee (consisting of Airservices General Managers).

The People and Change business group is responsible for the oversight and continuous review of the program. However, individual business groups are responsible for implementation of program strategies within their areas.

The People and Change team research diversity policy issues and disseminate diversity information. All employees have a responsibility to ensure that the decisions they take and their actions in the workplace are consistent with equity and diversity principles.

During 2009-10, Airservices fair treatment contact officers (located at all major metropolitan and regional centres) continued to provide support for employees and managers. Their role includes identifying and addressing workplace harassment and discrimination issues.

Although sound policies are in place, there is still scope for more staff training to occur to ensure these policies are implemented in the workplace. This will be emphasised over the coming reporting period and reflected in group business plans and individual performance agreements. A corporate target to double the number of women and people from diverse groups employed in non-traditional roles over the next three years has also been established as a key driver for change.

Our National Equity and Diversity Program has been updated to reflect our objectives for the next three years. It has been developed in-line with our Workforce Plan 2010-13 and Corporate Plan 2010-15 and will include more rigorous targets and performance indicators to increase the recruitment and retention of a diverse range of employees.

Consultation with trade unions - s. 6(c)

Airservices consults with the Association of Professional Engineers, Scientists and Managers, Australia (APESMA), the Communications, Electrical, Electronic, Plumbing and Allied Workers Union of Australia (CEPU), the Civil Air Operations Officers' Association of Australia (CAOOAA), the Community and Public Sector Union (CPSU) and the United Firefighters' Union (UFU).

Airservices meets with the National Consultative Council (NCC) twice a year to discuss relevant organisational and employee issues. The NCC is comprised of representatives from each trade union, our staff and the Executive. During 2009-10, NCC meetings were held in October 2009 and March 2010 to discuss a number of issues including workforce planning and the proposed creation of a Fairness and Diversity Working Group.

A Fairness and Diversity Working Group has now been established, consisting of members from each union and management and employee representatives from Airservices business groups. The purpose of the group is to participate in the development and review of organisational strategies and policies that maintain and enhance Airservices equity and diversity principles and diversity profile. The group will make recommendations for the elimination of any barriers in the workplace which inhibit employees from balancing their work, life and cultural responsibilities.

Consultations with employees - s. 6(d)

Airservices conducts an annual Employee Opinion Survey. The survey and direct consultation with employees inform the design of our people systems, strategies and engagement initiatives.

The 2009 survey results indicated that overall engagement levels have improved across the organisation, with an employee engagement index of 55 per cent, representing a two per cent increase from 2008.

The 2009 Employee Opinion Survey results are compared against an employer of choice index, which measures how employees feel about the organisation they work for (commitment) and how employees feel about the job they do (engagement). Airservices employer of choice index was recorded as +33 which compares very favourably to the national benchmark of -10 for all Australians in employment.

Further breakdown of the employer of choice index results indicated that 61 per cent of Airservices employees are engaged with the job they do; 58 per cent are committed to Airservices as a organisation to work for; and almost half (46 per cent) of all employees who responded are both engaged and committed.

Finally, 61 per cent of respondents reported that they are able to balance their work and personal commitments, representing a positive increase from the 2008 results. Airservices is committed to continuing to improve these outcomes.

The 2010 Employee Opinion Survey was completed in August 2010 and the initial results show a further improvement. The number of employees completing the survey in 2010 was four per cent higher

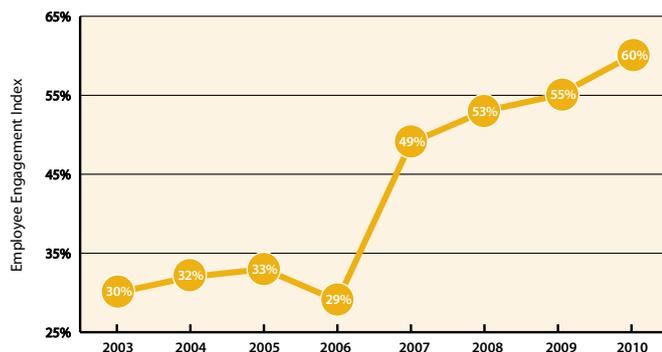
than in 2009. There was an increase in the employee engagement index (60 per cent in 2010 compared with 55 per cent in 2009), and the employer of choice index (+44 in 2010, compared with +33 in 2009).

Airservices has been undertaking employee opinion surveys for the past 10 years and since 2006 there has been a steady improvement in staff engagement as reflected in Figure 1.

The monthly CEO and Executive engagement program at our metropolitan and regional locations continued in 2009-10. These visits provide employees, particularly those working in regional locations, the opportunity to communicate directly with Airservices Executive. Feedback from employees has continued to be positive.

A Women in Leadership Network was established during the reporting period and a forum was held in April 2010 to inform the development of initiatives to increase the attraction and retention of women in the organisation.

Figure 1: Employee engagement



Collection of statistics - s. 6(e)

The *Equal Employment Opportunity (Commonwealth Authorities) Act 1987* requires organisations to collect and record statistics and related information about its employees. This includes the number of employees, and the types of jobs undertaken by employees of either gender, and employees in designated groups.

New employees are asked to provide equity and diversity information and encouraged to update and maintain a record within the human resource information system. This information is requested on a voluntary basis due to privacy considerations.

A full overview of the statistics collected is available in the section in this report titled Statistics for 2009-10. The statistics for the current reporting period demonstrate a small increase in the percentage of employees from non-English speaking backgrounds. There has been no change to the percentage of women and employees with disability compared with the previous year.

The Board and management recognise that for Airservices to meet its workforce plan objectives and remain competitive in the labour market, Airservices attraction and retention policies need to be innovative, recruitment opportunities rigorously pursued and employment conditions modified if the organisation is to create a working environment that is more flexible and family friendly.



Consideration of policies, examination of practices – s. 6(f)

Airservices promotes a workplace that is free from discrimination through its practices and policies that promote equity and diversity. These include our Code of Conduct and human resources policy. Airservices also monitors the impact of legal decisions that relate to anti-discrimination legislation.

Airservices people systems are reviewed annually. This year a review of the internal complaints system and the Fair Treatment Review System was undertaken. This has resulted in improvements to the way the organisation manages complaints and modifications to the system to make it more user friendly for employees.

During the year, the Airservices Code of Conduct was also revised and re-issued with an increased focus on the promotion of fairness and diversity in the workplace and the standards and behaviour required of all Airservices employees.

Setting objectives and selecting indicators – s. 6(g)

The National Equity and Diversity Program 2007-10 has four key objectives:

1. Continue to embed equity and diversity principles into the values and behaviours of all Airservices employees.
2. Create and maintain a positive work environment which is free from harassment and discrimination.
3. Implement effective workforce career management strategies to support employees in balancing work and life commitments.
4. Develop and monitor initiatives designed to increase Airservices diversity profile and services.

The objectives are outlined in greater detail in Appendix B and include key performance indicators to measure effectiveness and performance.

Monitoring and evaluation – s. 6(h)

The objectives outlined in the National Equity and Diversity Program 2007-10 are allocated to a responsible manager or business group within Airservices and key performance indicators are used to measure effectiveness and performance. Progress is reported in the annual Equity and Diversity Progress Report and Airservices annual report.

Workforce data and other information relating to the employment of women and designated groups form the basis for ongoing monitoring and evaluation of the program. This also includes reports obtained from the staff counselling service, the Employee Opinion Survey and data obtained from staff complaints and enquiries.



Summary of progress against program objectives

Objective 1:

Continue to embed equity and diversity principles into the values and behaviours of all Airservices employees

During the reporting period, Airservices continued to implement initiatives designed to embed equity and diversity principles into the values and behaviours of all employees.

These initiatives are designed to strengthen the development of our leaders and senior management team, and the behaviour of all employees.

The initiatives for the 2009-10 reporting period include:

- **Senior Leadership Program:** Airservices program to develop the senior management group continued with the first and second group of participants completing the program in early 2010. Feedback from the program has been positive. A third and fourth group of participants (comprising a total of 45 senior managers) commenced the program in mid-2010. The Senior Leadership Program emphasises Airservices equity and diversity program and reinforces the Code of Conduct. The program also focuses on improved leadership performance through enhanced self awareness, relationship capability, strategic thinking, and complex problem solving and business skills.
- **Management Essentials:** A training program was implemented across the organisation to provide front line managers with the essential skills to lead high performing teams. The program includes an equity and diversity module to provide managers with an understanding of how to effectively manage equity and diversity issues in the workplace.
- **Leaders Leading:** The roll-out of Airservices core leadership program to all employees continued in 2009-10 and 903 employees completed the training. The program provides a framework for managers to lead in accordance with equal opportunity legislation.
- **On-line training:** Airservices maintains an on-line equity and diversity training program designed to increase employee understanding and reinforce appropriate behaviour. The course includes an overview of anti-discrimination legislation and incorporates a selection of interactive case studies to test employees understanding of legislation and its application in the workplace. All employees are required to undertake the training and subsequent refresher training courses as a condition of employment. During the year 574 employees completed the course
- **Performance:** In 2008, a work performance system was implemented to provide managers and employees with a consistent framework for managing performance and behaviour in the workplace. As at 30 June 2010, approximately 80 per cent of employees are managed through a work performance plan.
- **Employee induction program:** During the reporting period 322 new employees completed Airservices induction program. The program includes information on Airservices approach to equity and diversity in the workplace.

Objective 2:

Create and maintain a positive work environment which is free from harassment and discrimination

Airservices values the diversity of its employees and is committed to providing, maintaining and promoting a fair, safe and equitable working environment for all employees.

In 2009-10 this objective was a key priority for the organisation, and is reflected in a number of initiatives implemented during the reporting period:

- **People systems:** Airservices people systems are reviewed annually. In this reporting period, the Fair Treatment Review System and Code of Conduct were refreshed to ensure they provide clarity for managers and employees around fairness and diversity matters.
- **Complaints:** In 2009, complaints received from two Airservices employees resulted in a review of work practices at our Melbourne Air Traffic Control Centre. This review highlighted the need for improvements to our complaints handling system and management of bullying and harassment issues. An improvement program has been implemented to enhance training and awareness and improve people systems. At the time of writing, these complaints were the subject of proceedings in the Federal Court.
- **Culture reviews:** During the reporting period, our Aviation Rescue and Fire Fighting (ARFF) business group conducted a review of its business culture to gain a greater understanding of the fire fighting workforce and identify potential improvements. The first phase of the review involved gathering input from ARFF employees by survey and a series of workshops on issues including workplace relationships, diversity, self-image, team composition and leadership. The findings of the review indicate a number of key areas within the ARFF workplace that require attention, including workforce diversity. The second phase of the review will focus on developing change initiatives to improve the group culture.

In addition to the initiatives listed above, Airservices continues to:

- Uphold the merit principle as the basis for our recruitment and selection policy.
- Improve our people systems. These systems shape the way all people matters are managed in the organisation by providing a consistent framework for managers to use, ensure all employees are treated fairly and to minimise the likelihood of discrimination.
- Maintain the Fair Treatment Review System for the review of employee complaints of unfair treatment. The number of employee complaints lodged through the system is available in the section in this report titled Statistics for 2009-10.
- Maintain the Fair Treatment Contact Officer network to provide support to managers and employees on equity and diversity issues.
- Maintain the human resources policy, which emphasises the organisation's commitment to providing a fair workplace free from harassment and discrimination, equal opportunity in recruitment, support for employees in balancing their work and family commitments, and the provision of incentives and programs to encourage employees to maximise their own health and well-being.
- Maintain the Ethics Hotline for employees to anonymously report unethical and unfair behaviour in the workplace. The Hotline is managed by an external service provider who reports to the Airservices Ethics Committee. This Committee is comprised of Executive and senior managers, and reports to the CEO and the Board Audit Committee. The number of employee enquiries and complaints to the Ethics Hotline in the reporting period is available in the section in this report titled Statistics for 2009-10.

Objective 3:

Implement effective workforce career management strategies to support employees in balancing work and life commitments

Airservices is committed to supporting employees balance their work, life and cultural responsibilities.

In the 2009-10 reporting period:

- **Collective Agreements:** Airservices Collective Agreements (implemented in the previous reporting period) continued to operate and provide a number of benefits to support employees balance their work and life commitments. These include 14 weeks maternity leave and up to two years total paid and unpaid leave, one week's paternity leave, and a career break leave scheme.
- **Flexible workplace:** Airservices continued to provide flexible working arrangements including part-time and home-based work, paid maternity and carer's leave provisions, the ability to purchase additional annual leave, and various health and fitness programs including gymnasium membership reimbursements.
- **Family programs:** The 'Awesome Activities' school holiday program was offered to Canberra-based employees. The program allows Airservices employees to access a school holiday program, with fees subsidised by the organisation. The uptake of 'Awesome Activities' was consistent with the previous reporting period, with 15 families enrolling their children in the program.
- **Childcare:** The 'Joey Club' child care centre in Melbourne, which Airservices partners with Qantas, continued to operate with 13 places available to employees. The provision of work-based child care centres reflects the importance of creating a family-friendly workplace. In 2010-11, Airservices will begin the construction of a 35 place work-based child care centre in Canberra.
- **Career development:** The second phase of the career development system (our succession management framework) was implemented in 2009, with succession plans for senior leadership and operationally critical roles across the organisation. The career development framework provides a fair and transparent process for ensuring the identification and development of high potential employees.
- **Staff benefits:** Airservices continued to provide its employee benefits package which includes discounted health cover and free flu vaccinations.

Objective 4: Develop and monitor initiatives designed to increase Airservices diversity profile and services

Airservices workforce strategy recognises the need to attract people from backgrounds that have previously been unrepresented in our workforce. The initiatives undertaken during the reporting period to increase our diversity profile include:

- **Workforce Plan 2010-13:** A new workforce plan was published with a key focus on building a 'New Workforce' for the future. The plan outlines current workforce projections with the significant challenge facing Airservices in the areas of an ageing workforce, a high level of projected labour turnover and retirements, a decline of skilled employees, and an increase in industry competition for skilled labour. The plan includes a number of stretch targets including doubling the participation of women in non-traditional roles. This includes air traffic control, technical and asset services, and aviation rescue and fire fighting.
- **Recruitment:** Management and staff supported and promoted the recruitment of young people by attending careers days, aviation exhibitions, and visiting schools and universities within Australia. In particular, Airservices attended the Women in Aviation Career Exhibition where female air traffic controllers and aviation fire fighters promoted opportunities for women in the organisation.
- **Sponsorship:** In June 2009, Airservices sponsored the Victorian Information and Communication Technologies (ICT) for Women annual gala event in Melbourne. The Victorian ICT for Women Network is an industry-driven initiative which aims to facilitate entry, retention and progression for women.
- Airservices also continued to provide support to young entrepreneurs by becoming a major sponsor of the Young Achievement Australia (YAA) program and in 2010 partnered with the Country Education Foundation of Australia to support young Australians living in rural and remote areas.
- **Indigenous Australians:** Under the Australian Government's Indigenous Economic Development Strategy to increase indigenous participation in the workforce, Airservices participated in the National Indigenous Cadetship Program, the APS Pathways Indigenous Graduate Recruitment Program and the Horizons program.
- A recruitment campaign for aviation rescue fire fighters was undertaken specifically targeting female and indigenous candidates. Advertisements for these roles were strategically placed in women's health clubs and in newspapers located in rural and central Australian communities.
- **Health and wellbeing:** Airservices internal communications staff newsletter 'Azimuth' is a comprehensive fortnightly employee newsletter and includes information for employees relating to health and wellbeing and cultural diversity.
- Other health and wellbeing activities include sponsorship, donations and participation in a variety of fundraising events. These include, but are not limited to; Movember, RSPCA, Red Cross Blood Drive, Pink Ribbon Breakfast, Worlds Greatest Shave, Clean Up Australia Day, Field of Women LIVE, Salvation Army Christmas Giving Tree, Good Friday Appeal and Multiple Sclerosis (MS) Mega Swim, prostate Cancer Foundation of Australia, BeyondBlue, RSPCA, Red Cross, National Breast Cancer Foundation, CanTeen, Leukaemia Foundation, the Salvation Army, Multiple Sclerosis Society of Australia, the Royal Children's Hospital in Melbourne, Angel Flight, Make-a-Wish Foundation, and the Kokoda Challenge Association.

Statistics for 2009–10

Enquiries and complaints

The number of enquiries relating to harassment and discrimination in the workplace for the reporting period are shown in Table 1. The numbers of enquiries and complaints have remained relatively constant over the past 12 months.

The number of enquires and complaints to the Ethics Hotline has fallen in the past few years. A staff education program and a revision to Airservices Induction Program will be implemented during the next reporting period to raise awareness of this service.

Diversity profile

Airservices diversity profile has remained relatively unchanged during the reporting period.

As outlined in Table 2 and Table 3, the number of indigenous employees has decreased, particularly in the fire fighter job classification. The number of employees with disability has remained constant, while the number of employees from a non-English speaking background has increased, particularly in the clerical administration, technical officer and technology professional job classifications.

On average, since 2007, the number of employees from a non-English speaking background has increased; while indigenous employees and employees with disability have remained constant (see Figure 2).

Table 1: Equity and diversity enquiries and complaints 2002-10

	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009- 10
Employee numbers	2925	2975	3085	2929	2996	3130	3237	3462
Ethics Hotline Enquiries	32	31	40	38	35	10	1	4
Ethics Hotline Complaints	15	5	8	8	6	3	0	1
Formal complaints*	3	0	6	2	5	3	10	6

*These complaints were invoked via the Fair Treatment Review System and the Employee Grievance Board

Table 2: Representation of designated groups among permanent staff 2002-10

Designated Groups (percentage of employees)*	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009- 10
Indigenous Australians	0.6	0.6	1.1	1.5	1.3	1.2	1.1	1.0
People with disability	2.2	1.8	1.6	1.6	1.6	1.5	1.6	1.6
People from a non-English speaking background	7.2	7.7	3.9	8.5	4.3	4.9	5.6	6.3

*Note that only 50% of all staff provided E&D data for these groups

Table 3: Employment of permanent staff in designated groups by job classification

Job Family	Indigenous Employees		Non-English Speaking Background Employees		Employees with Disability	
	Total June 2010	Total June 2009	Total June 2010	Total June 2009	Total June 2010	Total June 2009
Air Traffic Controller	12	13	27	28	11	11
Air Traffic Controller (Trainee)	0	0	13	3	0	0
Air Traffic Support Specialist	1	0	7	7	1	0
Clerical Administration	3	3	74	44	10	10
Executive Manager	0	0	0	0	0	0
Fire Fighter	4	7	0	14	3	3
Fire Officer	0	2	0	0	2	2
Flight Data Co-ordinator	1	1	0	0	0	0
Flight Service Officer	0	0	0	0	0	0
Manager	0	0	0	0	2	0
Professional	0	0	5	7	0	0
Senior Manager	0	0	2	3	0	1
Simulator Support Officer	0	2	0	4	0	1
Snr Technical Officer	0	0	0	1	0	1
Team Leader	0	0	3	2	1	1
Technical Manager	0	0	0	0	0	0
Technical Officer	6	5	56	34	13	10
Technology Professional	2	2	37	28	7	7
Trades	2	1	9	3	5	5
Other	0	0	0	1	0	1
Total FTE	31	36	233	179	55	53
Percentage of workforce	1.0	1.1	6.4	5.6	1.6	1.6

Indigenous Australians

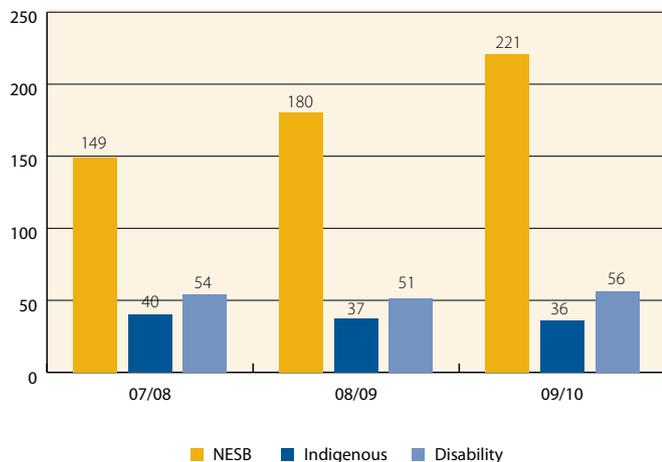
At June 2010, the Airservices human resource information system recorded that one per cent of ongoing employees identified themselves as indigenous Australians.

This is comparable with previous years however actual numbers have slightly decreased in the reporting period as indicated in Table 3 and Figure 2.

Gender

Figure 3 shows the male to female staffing ratio for managerial and non-managerial positions. This ratio improved during the 2009-10 reporting period. In 2009-10 there were 5.29 male employees for every female employee in a managerial role within the organisation, whereas in 2008-09 the ratio was 6.55.

Figure 2: Average headcount by designated group 2007-10



A breakdown of gender by job classification is provided in Table 4. Figure 4 shows the gender breakdown displayed by job grouping, as many of the sample sizes are too small to be displayed effectively by job classification. Figure 4 indicates that the highest percentage of women in Airservices at present work in the clerical/administrative stream.

People with disability

Table 2 and Figure 2 show a steady proportion of employees reporting disability. It should be noted that legislated safety standards preclude persons with certain disabilities from holding some positions, for example air traffic controllers and aviation and rescue fire fighters.

Figure 3: Male to female staffing ratio 2007-10

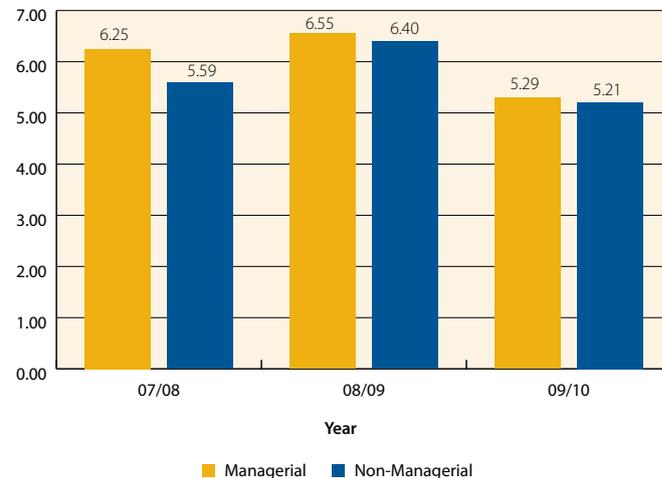


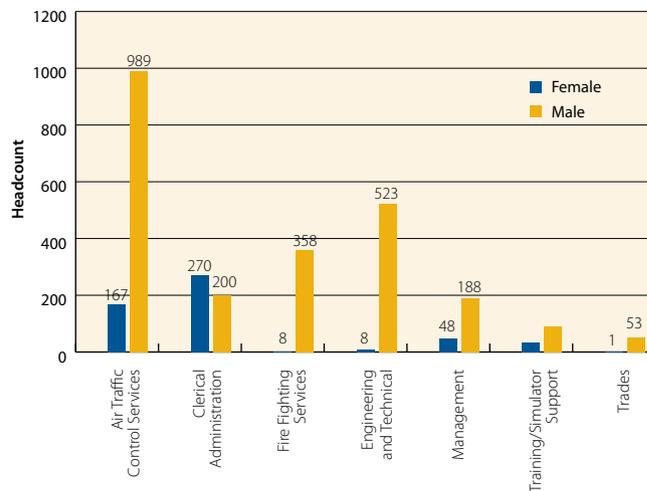
Table 4: Gender by job classification as at 30 June 2010

Job Family	Percentage of Females	Female	Male
ATC	13	127	851
ATC Trainee	14	15	92
ATS Support	9	7	67
Aviation Fire Fighter	2	9	544
Clerical Admin	57	305	228
Executive Manager	22	2	7
Fire Officer	1	1	162
Flight Data Co-ordinator	21	5	19
Flight Information Service Officer	16	12	61
Professional	13	4	28
Senior Manager	21	49	187
Senior Manager/Aviation Fire Fighter	20	1	4
Team Leader	17	8	39
Technical Officer	2	6	374
Technology Professional	10	20	182
TGO	24	30	94
Trades	2	1	59
TOTAL	16.7	602	2,998

Table 5: Age profile as at 30 June 2010

Age range	Number of employees	Proportion of employees
Under 25	140	4%
25-34	673	19%
35-44	993	29%
45-54	1152	33%
55-64	482	14%
65+	22	1%

Figure 4: Gender by job grouping as at 30 June 2010



Work life balance

During the reporting period, 102 employees purchased additional leave for personal reasons. The cost can be repaid to Airservices over a twelve month period.

As at 30 June 2010, 73 employees worked in permanent part-time positions.

Mature-aged employees

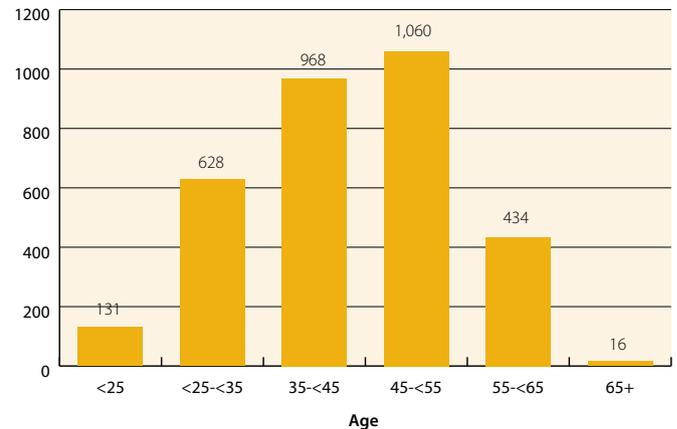
Airservices workforce is dominated by mature-aged employees (45 years and over) who, in 2009-10, represented 48 per cent of the workforce. The ageing workforce is being addressed through initiatives including succession planning, workforce planning, knowledge and skills transfer, part-time working arrangements, and phased retirement plans. To encourage retention, employees approaching retirement age are provided with information on the benefits of deferred retirement.

In 2009-10, Airservices experienced lower than projected retirement rates across key operational groups. This is partly attributable to the current economic climate and a commitment by the organisation to develop initiatives that are aimed at retaining this group of employees.

A key initiative implemented in 2010 was the establishment of an Alumni Program. The program provides an opportunity for former Airservices employees to maintain contact with the organisation and access to casual or contract work.

Table 5 and Figure 5 show the age profile of Airservices employees as at 30 June 2010.

Figure 5: Age profile at 30 June 2010



Appendix A

The link between equal employment opportunity and equity and diversity

Equal employment opportunity helps to address disadvantage experienced by particular groups in the workplace, including women, indigenous Australians, people with disability and people from non-English speaking backgrounds. It also underpins equity and diversity policies for gender, age, language, ethnicity, cultural background, sexual orientation, religious belief and family responsibilities.

Diversity covers all these attributes, but also includes other ways in which people are different, such as educational level, life experience, work experience, socio-economic background, personality and marital status.

Appendix B

National Equity and Diversity Program 2007-10

Airservices has established the following key performance indicators to measure the effectiveness of the National Equity and Diversity Program.

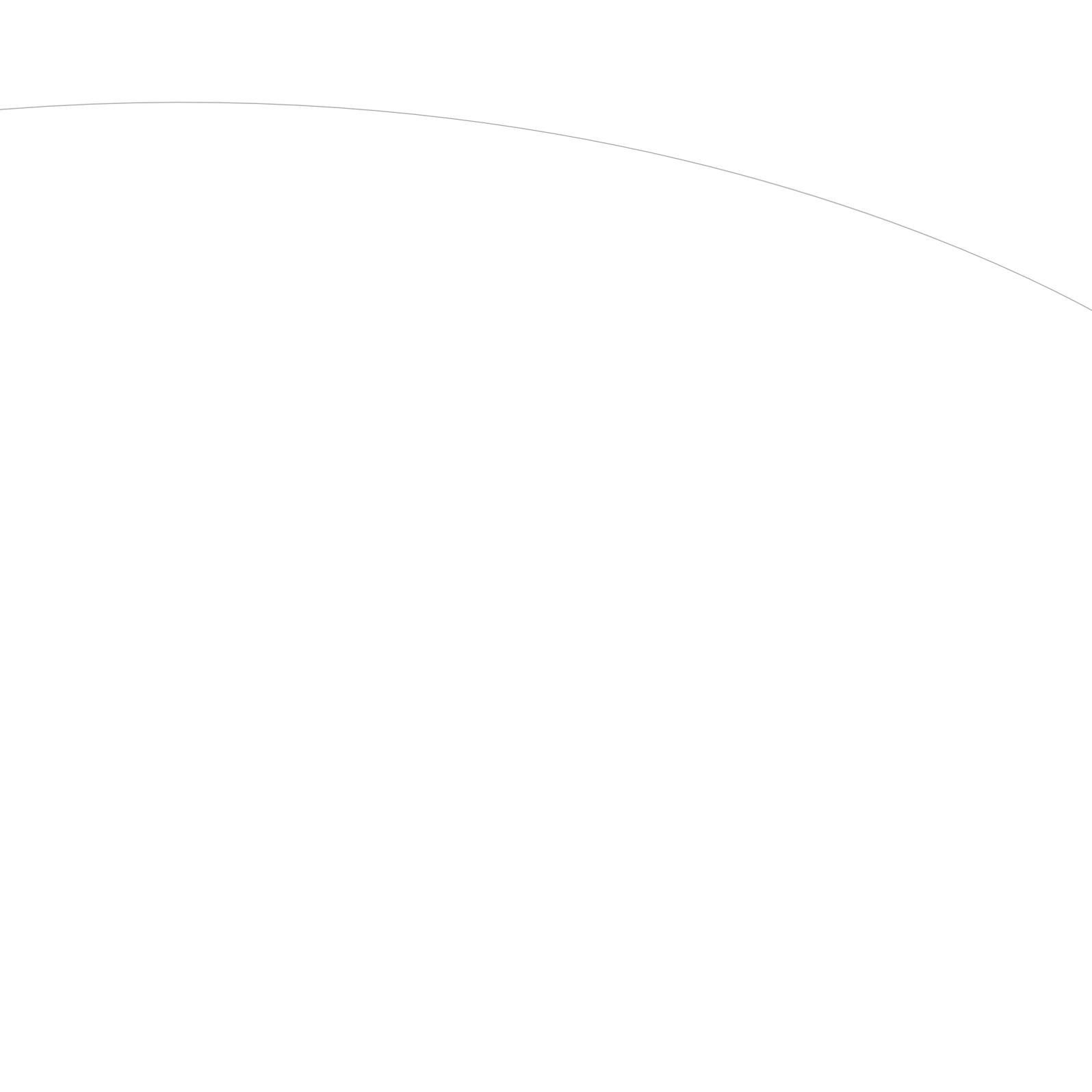
Objective	1. Continue to embed equity and diversity principles into the values and behaviours of all Airservices employees by: <ul style="list-style-type: none">a. Continuing the roll out of the 'Leader Leading' leadership development program to educate managers on the importance of fair and open management practices in strengthening the employee-manager relationship.b. Incorporating equity and diversity principles into all organisational policies and systems.c. Integrating equity and diversity objectives with the strategic objectives of the organisation.d. Strengthening employee understanding of equity and diversity through an improved induction process.
Key Performance Indicator	<ul style="list-style-type: none">• The number of employees completing leadership development, equity and diversity, and induction training courses.
Objective	2. Create and maintain a positive work environment which is free from harassment and discrimination by: <ul style="list-style-type: none">a. Regularly reviewing policies and practices to ensure they are non-discriminatory and support equal opportunity for all employees.b. Ensuring the merit principle is applied throughout all recruitment and selection procedures.c. Continuing to provide training in equity and diversity principles and cross-cultural awareness.d. Gaining a better understanding of equity and diversity issues within the business through an enhanced data capture and analysis function.
Key Performance Indicator	<ul style="list-style-type: none">• The number of times the fair treatment review system has been invoked during the reporting period.• The number of enquiries and complaints received by the Ethics Hotline.

Objective	3. Implement effective workforce career management strategies to support employees in balancing work and life commitments by:
	<ul style="list-style-type: none"> a. Continuing the roll out of the 'Leader Leading' leadership development program to educate managers on the importance of fair and open management practices in strengthening the employee-manager relationship. b. Incorporating equity and diversity principles into all organisational policies and systems. c. Integrating equity and diversity objectives with the strategic objectives of the organisation. d. Strengthening employee understanding of equity and diversity through an improved induction process.

Key Performance Indicator	<ul style="list-style-type: none"> • The number of employees completing leadership development, equity and diversity, and induction training courses.
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Objective	4. Develop and monitor initiatives designed to increase Airservices diversity profile and services by:
	<ul style="list-style-type: none"> a. Encouraging and promoting the recruitment of women and people from designated groups. b. Exploring opportunities for marking and celebrating cultural diversity through publications, events and media release opportunities. c. Monitoring the number of and retention rates for employees from designated groups.

Key Performance Indicator	<ul style="list-style-type: none"> • The representation of designated groups (indigenous Australians, people with disability and people from a non-English speaking background) among permanent staff. • The employment of permanent staff in designated groups by job classification. • The average headcount of employees in designated groups. • The male to female staffing ratio. • The gender of employees by job classification and job grouping. • The gender distribution of employees. • The age profile of employees.
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