

# » ORGANISATIONAL CAPABILITY

## Organisational Structure



**Allen Gale**  
Director –  
Technical Services

**Responsibilities**

- Operations
- Development
- Major Projects
- Asset Management
- Environmental



**Graeme Jolly**  
Director –  
Finance

**Responsibilities**

- Financial Management
- Accounting Services
- Accounts Payable
- Billing Services
- Treasury



**Peter Quinn**  
Director –  
Corporate Services

**Responsibilities**

- Corporate Secretary
- Communications/PR
- Legal & Property
- Human Resources
- Information Systems

## Senior Management

Goulburn Valley Water's senior management team is led by Chief Executive, Laurie Gleeson. Laurie is supported by three directors, Allen Gale Director – Technical Services, Graeme Jolly Director – Finance and Peter Quinn Director – Corporate Services. From the 1 July 2007, the Authority becomes a Corporation and the Chief Executive becomes the Managing Director and a member of the Board and the current Directors become General Managers.

**Laurie Gleeson** has been a Chief Executive in the Victorian water industry for 27 years. As Chief Executive of Goulburn Valley Water since 1994, Laurie has played a leading role in the restructure of the water industry in Victoria generally and in the Goulburn Valley region of Victoria in particular, developing and implementing strategies to address the region's infrastructure backlog, improving the environmental performance of the region's wastewater management facilities including driving water recycling programs to 86% of regional treated wastewater.

Laurie is a Certified Practising Accountant, a Member of the Board of the Water Services Association of Australia, Past President and current Member of the Executive Council of the Institute of Water Administration in Victoria and a member of a number of regional natural resource management groups.

**Allen Gale** joined Goulburn Valley Water in 1999 after more than 30 years working with national and international consulting engineering and science companies. Allen, a civil engineer with a Master of Engineering Science Degree, and who was based in Perth for 20 years prior to moving to Goulburn Valley Water, has experience throughout Australia, the Asia-Pacific and USA in all aspects of water and environmental engineering

Allen is a past Federal President and Life member of the Australian Water Association (AWA), the peak water industry association in Australia. Allen represented Australia at a United Nations Environment Program workshop in Japan on protecting coastal and marine ecosystems from land-based activities in the Asia Pacific region. He led the establishment of the Australasian Biosolids Partnership in addressing public perceptions with biosolids and in 2007 was invited to speak at an international conference in Canada on the Partnership. He also led a VicWater working party in developing a water industry position on return of recycled water to stream as beneficial reuse.

**Graeme Jolly** joined Goulburn Valley Water in October 1995 after 11 years experience with a multi national Chartered Accounting firm, and 10 years in a Senior Finance role with a publicly listed company. Graeme has a Diploma of Business - Accountancy and is a member of the Institute of Chartered Accountants of Australia, the Institute of Water Administration, and a graduate member of the Australian Institute of Company Directors. Graeme is Chairman of the VicWater Finance Issues Steering Committee that has considered matters such as water Industry Dividend Policy and International Financial Reporting Standards during the year. Graeme is a member of the Board of Management and Chairman of the Audit Committee of Goulburn Valley Health.

**Peter Quinn**, joined Goulburn Valley Water in 1996 after 16 years experience in the rural water sector in Victoria. Peter is a qualified Valuer with significant experience in the acquisition and management of land by water utilities, and is a member of the Australian Property Institute. Prior to joining Goulburn Valley Water Peter was responsible for a range of property and legal functions for Goulburn-Murray Water, the largest rural water



authority in Victoria, and was involved in significant change management projects during the restructuring of the rural water sector. He completed the Executive MBA program at the Australian Graduate School of Management in 2000 and in 2003 was awarded a Churchill Fellowship to study water resource issues across the USA and Europe. Peter is currently undertaking the role of Secretary/Public Officer for the Institute of Water Administration.

## Human Resources

Human Resources Management is an integral function within Goulburn Valley Water and some of the important initiatives for 2006/2007 have been the adoption of the Human Resources Strategy, Employee Opinion Survey and Employer Branding.

### Human Resources Strategy 2006-2009

The Human Resources Strategy was adopted by the Board in August 2006 and focuses on three key elements:

- **Organisational Capability**

This refers to the strategic aspects of Human Resource Management, in particular, aligning the structure and skills of the organisation to changes in the operating environment and corporate objectives over time.

- **Employer Branding**

This focuses on the ability of Goulburn Valley Water to brand itself as an "Employer of Choice" within the water industry and the region, to attract and retain quality employees.

- **Employee Services**

These are the operational and technical functions of best practice HR services which help support and resource all aspects of the Authority's business.

### Employee Opinion Survey

The Authority's first employee opinion survey was developed using employee focus groups from all workgroups. It was conducted in November 2006 with 88% of employees participating in the survey. This level of response ensured that the data was a true reflection of employee's thoughts, and actions arising from the survey were meaningful.

The results were received in late 2006 and after analysis and reporting to the Board the results were disseminated widely to all employees including a 'roadshow' to all workgroups to explain the survey report, answer questions and receive feedback.

### Employer Branding

Two key initiatives have helped enhance Goulburn Valley Water's brand in the current recruitment marketplace:

- Engineers Career Expo – with graduate and experienced engineers identified as a critical shortage, a stand was set up at the Engineers Australia Careers Expo held in April 2007 to highlight the Water Industry and Goulburn Valley Water as a potential employer for Engineers. Participating in the expo resulted in the placement of two graduate engineers.
- Water Industry Capacity Development Working Group  
Auspiced by WSAA, Mark Wilkin - Manager Human Resources has been invited onto a small panel of Water Industry professionals to develop a national Water Industry brand to be used in all recruitment activities to attract potential employees to the industry.

### Recruitment & Turnover

A number of successful appointments have been made during the 2006/2007 period, with significant gains being made in reducing employee turnover from 15.2% in 2005/2006 to 8.3% during 2006/2007.

### Enterprise Agreement Consultative Committee

An Enterprise Agreement Consultative Committee comprising 11 employees from across the Authority's region was established during 2006/2007. This committee has been formed to ensure a proactive and consultative Industrial Relations environment exists across Goulburn Valley Water, with the objective of facilitating a smooth set of negotiations for the 2008 Enterprise Agreement.

### Policy Development

A full suite of Human Resource Services Policies have been developed and accepted by the Senior Management Group.

### Industrial Relations

No time was lost due to industrial disputes during 2006/2007.



Strategy, Asset & Environment Team

### Equal Employment Opportunity & Diversity

Goulburn Valley Water is committed to the employment and conduct principles outlined by the State Services Authority in the *Public Administration Act 2004*.

Employers must ensure:	Employees must:
<ul style="list-style-type: none"> <li>• Decisions are based on merit</li> <li>• Employees are treated fairly and reasonably</li> <li>• Equal employment opportunity is provided</li> <li>• Reasonable avenues of redress against unfair or unreasonable treatment</li> </ul>	<ul style="list-style-type: none"> <li>• Act with impartiality</li> <li>• Display integrity, including avoiding real or apparent conflict of interest</li> <li>• Show accountability for actions</li> <li>• Provide responsive service</li> </ul>

During 2006/2007 the organisation continued to embrace "best practice" recruitment and management principles and supported the employment of females, on merit, in non-traditional roles (particularly our operational and technical fields).

Goulburn Valley Water also embraced diversity during 2006/2007, with a number of new employees recently establishing Australia as their home, from countries such as Sri Lanka, China, and Malaysia.

### Learning & Development:

Goulburn Valley Water continues to embrace and foster a continual culture of learning and development. Through this culture, Goulburn Valley Water will be an innovative, responsive and strategic organisation with the ability to meet customer, community and business requirements. This is achieved through:

- Developing a multi-skilled workforce with the ability to respond to all organisational needs.
- Ensuring Senior Management are supportive of the continual development of all employees.
- Continually reviewing appropriate learning needs (through the Performance Appraisal and Development Program) and available learning programs.

Learning and Development highlights for 2006/2007 included:

- Certificate II & III in Water Industry Operations  
13 employees received Certificate II & one employee received Certificate III during presentations in December 2006.
- Memorandum of Understanding was entered into with Goulburn-Murray Water Training Services on Certificate Training delivery providing cost effective and timely training to Goulburn Valley Water.
- Fully integrated coordination of Certificate Training by Human Resource Services.
- Development of a revised Training Needs Analysis via the annual Performance Appraisal & Development program for identification of appropriate learning needs for all employees.
- The provision of study assistance to employees undertaking relevant post-graduate studies.



Health and Safety Committee receiving the OH&S management system certification certificate from Laurie Gleeson

## Employee Statistics

The table below compares figures for 2006/2007 with 2005/2006:

	Employees as at 30 June 2007			Employees as at 30 June 2006		
	Female FTE	Male FTE	TOTAL	Female FTE	Male FTE	TOTAL
Senior Management	0	4	4	0	4	4
Managers	1	13	14	1	14	15
Administrative/Technical	34.86	47	81.86	31.75	44	75.75
Operations	3	71.9	74.9	2	71	73
Customer Service Centre	1	4	5	1	4	5
<b>TOTAL</b>	<b>39.86</b>	<b>139.9</b>	<b>179.76</b>	<b>35.75</b>	<b>137</b>	<b>172.75</b>

## OH&S

Goulburn Valley Water achieved a significant milestone in 2006/2007 with the certification of its OH&S management system against the Australian Standard (AS/NZS 4801) for OH&S Systems. The certification is recognition of the organisation's strong commitment to health and safety and continual improvement.

Regular in-house inspections of workplaces is recognised as one of the keys to identify hazards and these are carried out by trained operators and supervisors who identify new hazards at worksites and check safety control measures are working effectively. Over 90 major sites are visited annually, with recommendations and improvements tracked until measures are implemented.

The Authority's health and safety committee comprises health and safety representatives from all work teams and management representatives. The committee meets every six weeks to discuss current issues, review recent incidents and near misses, and endorse new policy/procedures. Senior and middle managers are invited to participate in the proceedings. Throughout 2006/2007 the health and safety committee continued to focus on broader OH&S issues which affect the organisation, including working in isolation, manual handling and health and wellbeing.

Members of the committee took part in an in-service day visiting organisations who demonstrate "best practice" OH&S systems. The field trip provided committee members an opportunity to develop an awareness of emerging issues as well as identify new and improved methods of controlling safety hazards.

## Safety Week

In October 2006 Goulburn Valley Water celebrated Safety Week with a full week of activities. Organised and run by the OH&S Committee, events followed the theme of "Healthy Living – Healthy Working" and comprised a healthy breakfast, exercise, meditation and massage, reptile and snake displays and blood pressure and glucose testing.

## OH&S Training

Health and safety training continues to be a major focus of the Authority's training activities. The following list includes regular health and safety training with the number of employees completing the training for 2006/2007 in brackets:

- Asbestos Removal (4)
- Height awareness training (8)
- Manual Handling (10)
- General OH&S (8)
- Fire Safety (4)
- Traffic Management / Control (7)
- Overhead / Underground Services , Electrical Spotter (7)
- Confined Space Entry (19)
- First Aid (15)
- Driver training (30)

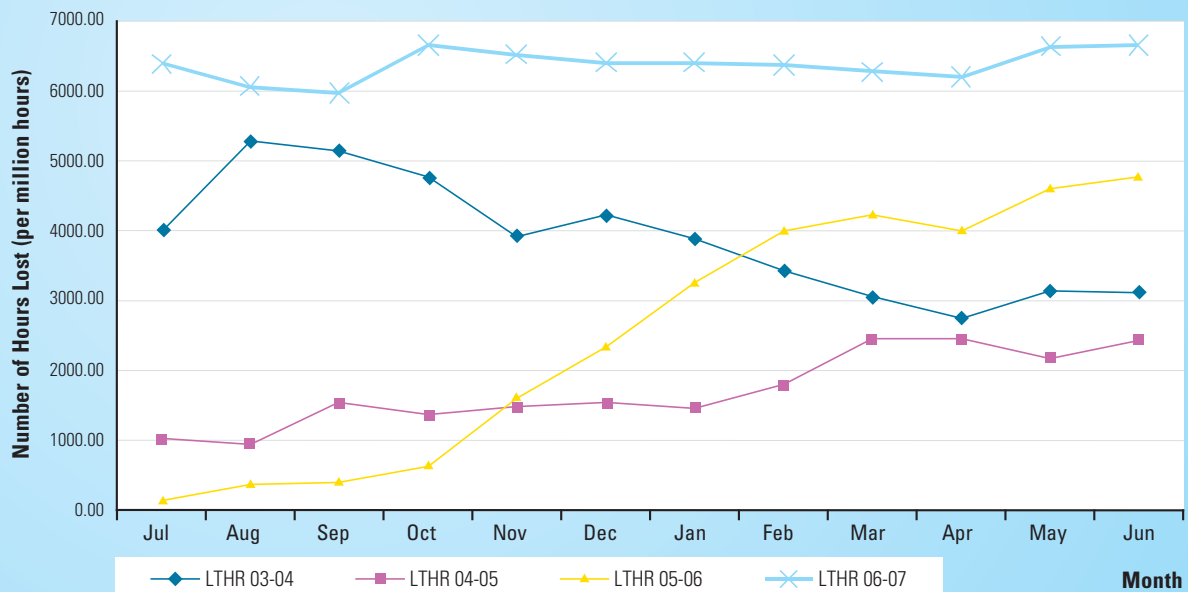
Other training is provided for the following activities: Tractor and ATV operation (8), Farm Chemical User (2), chainsaw operation (10), Dogger (4), Front End Loader & Backhoe (4), trenching and shoring (4).

### Lost Time Statistics

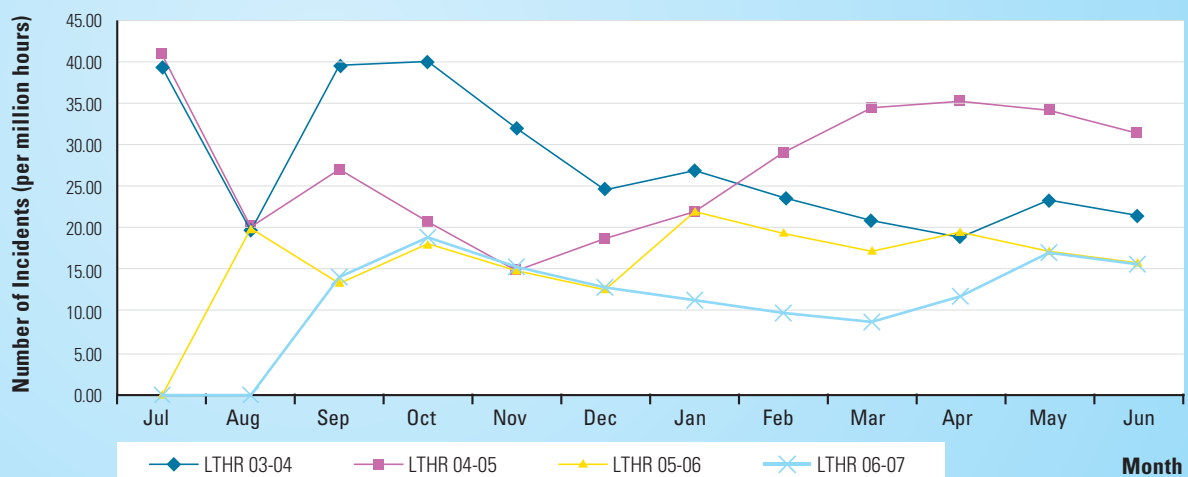
Five lost time incidents occurred in 2006/2007. A lost time incident is where an employee has been incapacitated for more than one shift due to a workplace incident. Four incidents were caused by manual handling and over exertion resulting in back injury. Returning injured workers continues to be a high priority. Return to work rates most positive with four of five injured employees returning to work within five days and the other within 15 days.

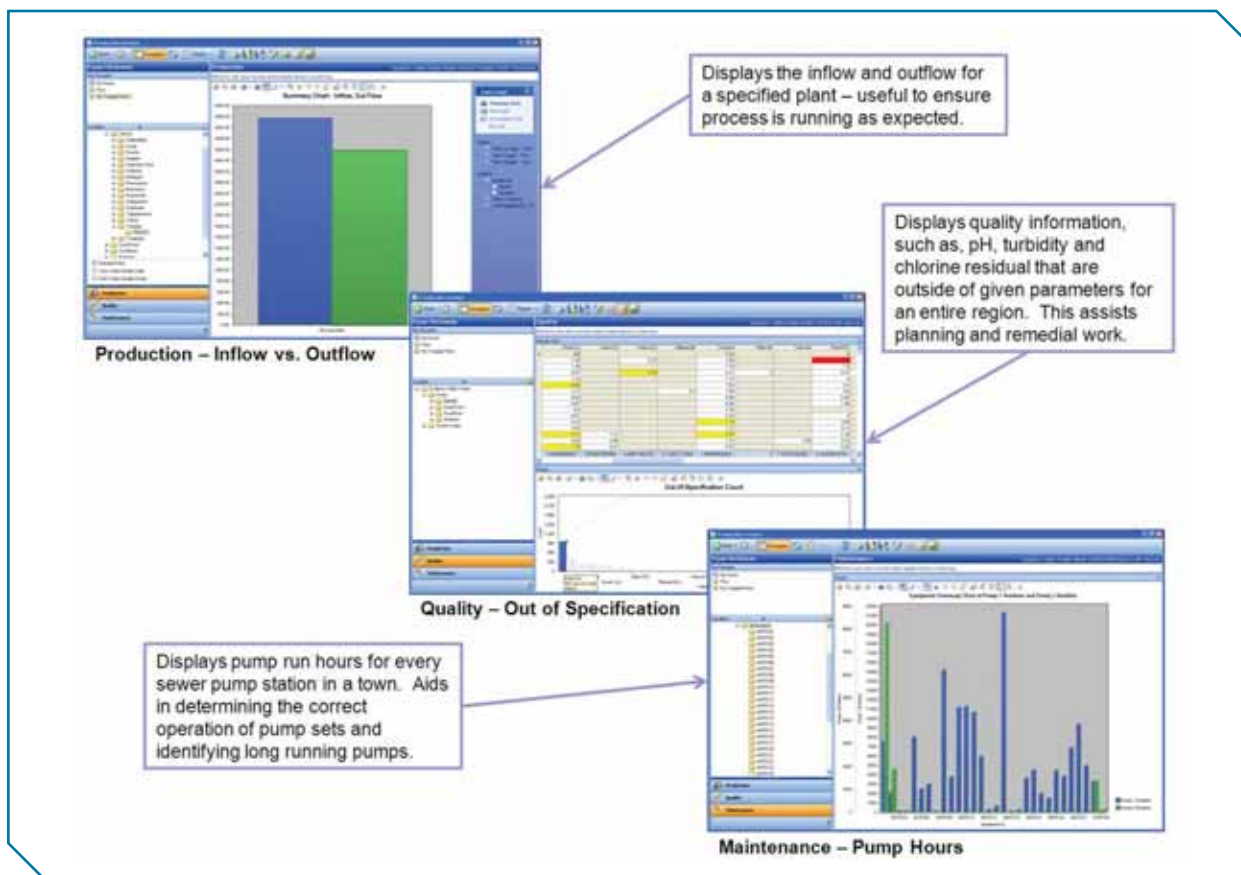
The Authority's Lost Time Incident Frequency Rate (which measures the number of lost time incidents per million hours worked) fell slightly over the 2006/2007 period to 15.78 incidents per 1 million hours worked. However, lost time hours rate (a measure of the severity of injuries) remained high due to the flow on affect of a long term injury.

Lost Time Hours Rate (YTD)



Lost Time Incident Frequency Rate (YTD)





## IT

The continual renewal of Goulburn Valley Water’s IT infrastructure has seen several server upgrades including a new billing server and a migration to SQL server 2005 which has delivered significantly improved performance and capacity.

New hand-held meter reading devices have radically changed the meter reading process by enabling readers to send reads directly back to the billing system wirelessly via a secure web service.

A major communications upgrade to the Authority’s largest wastewater management facility at Shepparton has provided staff with fast reliable access to corporate voice and data networks.

Since the establishment of a Data Analyst/Programmer role within the IT team, a review of business processes has commenced with the aim of leveraging the Authority’s IT assets to increase efficiency and provide improved customer service.

Paper based processes surrounding the connection of new customers to water and sewerage system was one of the first areas to be targeted for improvement. New connections require information to be gathered from diverse sources and the application of complex statutory regulations which provided a significant administrative challenge to Property Services staff.

Information Systems have worked closely with Property Services to design and implement the first phase of an application to manage and automate the processing of new connections. The Connection Application Processing Software known as CAPS provides staff with the means to manage and share connections information more effectively across the Authority, providing a fast, integrated and consistent service for the customer.

## Operations IT

Real time SCADA information is essential in the day to day management of water and sewer sites across the region. However, accessing the knowledge hidden in vast quantities of raw data collected from SCADA over the years has been difficult.

The Operations IT group have implemented Ampla (a Citect product) to provide District Managers and Operators with a live overview of their plants and the ability to see trends over any time period. Information can be viewed either graphically or as text and drill down capabilities enable users to look closely at specific issues.

The Operations IT group have also completed software upgrades on the Northern SCADA system and extended process control systems to five new areas of the Shepparton water treatment plant.

Major electrical works at the Shepparton water treatment plant and telemetry upgrades at the Seymour and Kilmore water treatment plants have also been completed.



Oliver Gibby decanting sodium hypochlorite