

Vision Australia

Prospectus: Chief People Officer



Vision Australia

Blindness. Low Vision. Opportunity.

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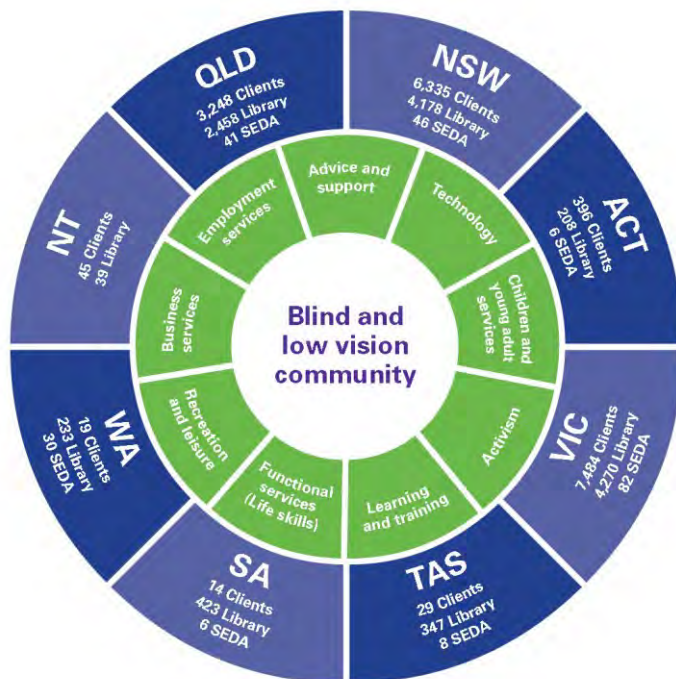
About Vision Australia

Vision Australia has grown and evolved since it began over 150 years ago. Today Vision Australia is a national provider of disability services that support people who are blind or have low vision to live the life they choose.

Our commitment is to place people who are blind or have low vision at the centre of everything we do. This approach is essential to the human rights of every individual we support and also to the future of our organisation.

Passionate, committed and highly skilled health professionals work with clients across a number of services including:

- Allied health services specialising in blindness and low vision across a range of disciplines such as Orthoptics, Optometry, Occupational Therapy, Physiotherapy and Orientation and Mobility.
- Community and recreation groups, events and activities, online forums and social media communities.
- Quality living groups and peer support programs that facilitate learning and shared experiences.
- Client and carer advocacy representation at an individual and systemic level
- Employment services including career development
- Technology services specialists with experience in supporting clients to use assistive technology
- Seeing Eye Dog training to international best practice standards.



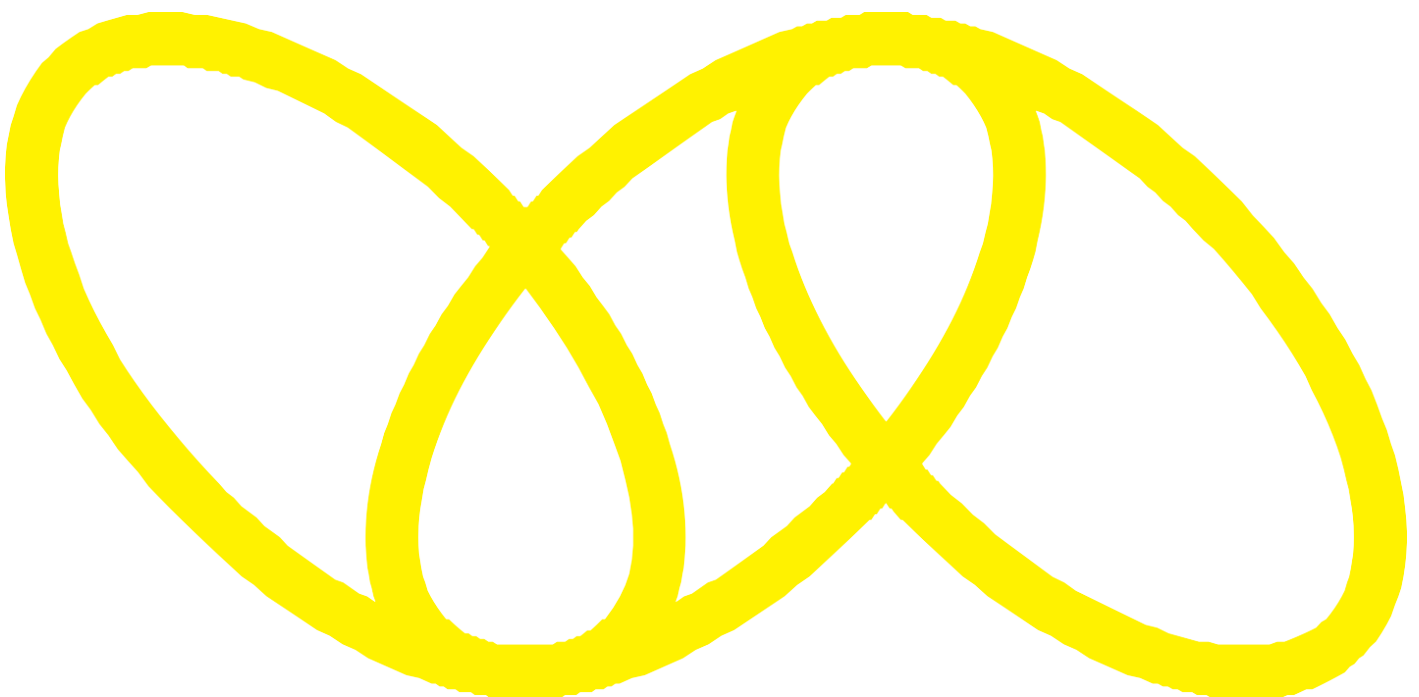
Our front-line employees rely on the expertise of over 350 people in support roles who provide IT infrastructure, product development, marketing, fundraising, finance, digital and product development.

And whether it's reading the news headlines on the Vision Australia radio, caring for Seeing Eye Dog puppies or preparing reading material for library members, we couldn't achieve great outcomes for our clients without the support of over 3,500 active volunteers.

Vision Australia's commitment to its workforce

Vision Australia recognises that our workforce (paid and volunteer) is our most valuable asset. It's already a great place to work, and we continue to work together to make it even greater by:

- Creating a positive work environment so our people can deliver great client outcomes
- A focus on performance so our people can successfully contribute to the strategic objectives of the organisation
- Investing in capability to ensure we meet the current and future needs of the business and the aspirations of our people.



Chief People Officer

Introduction

Vision Australia is Australia's leading provider of services to people who are blind or have low vision. Each year more than 27,000 people benefit from our comprehensive range of services delivered across more than fifty locations in all states and territories of Australia.

The organisation has an annual turnover of \$100m derived through Government funding, philanthropy, a range of commercial interests and earnings on an investment portfolio of more than \$200m (governed through the Vision Australia Trust).

We are an organisation that prides itself on our commitment to mission, our positive culture, and our strategy to make a meaningful difference to the lives of people who are blind or have low vision in the areas of Education, Employment, Independence and Social Inclusion. "Our Mission, Our Story" (Attachment One) provides insight into the foundations of Vision Australia.

Our organisation has been through a period of rapid change spanning the past four years as we respond to Government policy to introduce individualised funding streams (NDIS and My Aged Care). Changes have included rebranding, a complete redesign of our processes, a refresh of core information systems, and development of our culture through promotion of our values.

While our change journey is not complete, and never will be, we are transitioning to benefits realisation from Financial Year 2021 and beyond.

This benefits realisation is as much a cultural journey as it is a mechanical process. Like many similar organisations, we are on a path from charity to "for purpose business". This is best expressed through our current "strategy tagline" of Our Future: Building Sustainability 2020 and Beyond and is explained in the attached document (Attachment Two) of the same name.

Purpose of Position

The CPO is the senior executive responsible for the culture, strategic development, planning, performance, and sustainability of Vision Australia's workforce, both remunerated and volunteer.

In addition, the CPO leads process review improvement across Vision Australia.

Context

Vision Australia has a workforce of 800 remunerated staff and over 3,000 volunteers that equate to 65% of the operating costs of the organisation. Our workforce comprises AHPRA governed allied health professionals, non-regulated service delivery staff, fundraisers, administrative and support staff and leaders.

The past ten years has seen the organisation transition through material change in response to the Government's implementation of individualised funding (primarily NDIS and My Aged Care). We have made substantial gains in the development of our culture, from a charity to a "for purpose business".

Vision Australia operates to a Unified Enterprise Agreement (UEA) for the majority of its staff. Industrial relations are very positive, with minimal negotiation taking place over the past seven years. Union membership is less than 5%, with most staff satisfied with Vision Australia adopting an approach of being a good employer. Industrial reform will become a priority in FY22 and beyond as Vision Australia reshapes the UEA and its workforce models more broadly.

Our futures thinking and analysis of current market conditions has highlighted the need for a greater focus on identifying alternative employment models and ways to better leverage volunteering. Changes in workforce models will necessarily follow changes in service delivery driven by mission and client need.

Vision Australia is a relatively complex organisation that will benefit from significant improvement in underlying processes across all business units. Process confusion and duplication currently undermines Vision Australia's operational performance. Negative employee feedback highlights this concern with Vision Australia lagging behind comparable industry benchmarks. The CPO will lead projects to improve in this area on behalf of the Leadership Team.

Principle Responsibilities

1. Ensure Vision Australia has a culture and workplace that is inclusive of all and is free of discrimination, harassment, bullying, and any other form of marginalisation.
2. Lead the team and performance of the People, Performance and Culture team placing reliance on direct report managers for operational delivery. These responsibilities include Diversity and Inclusion, Employee Relations, Internal Communications, Volunteering, Employee Wellbeing, Learning and Development.
3. The CPO is the senior employee relations specialist and directly handles matters that have the highest risk / highest complexity profile.
4. Lead strategic thinking and planning for People, Performance and Culture functions and contribute specialist subject matter expertise to planning for Vision Australia's future.
5. Develop and evolve a strategy and operational plan to deliver a workforce that is responsive to the needs of Vision Australia for sustainability, and emerging trends in the employment market. Be the source of innovation in workforce engagement and supply.
6. Lead the development and implementation of a high-performance culture at Vision Australia, focusing on a balance between Head and Heart.
7. Develop and deliver strategies that drive blindness and low vision employment within Vision Australia towards 20%.
8. Provide leadership for the delivery of initiatives that improve the health, safety and wellbeing for all members of the workforce (employees and volunteers).
9. Provide oversight and assurance for strategic and operational risks and compliance relating to human resource activities.
10. Lead industrial negotiation for Vision Australia's, including reform of the Unified Enterprise Agreement and representing Vision Australia in disputes before the Fair Work Commission and other tribunals.
11. Ensure Vision Australia pays all employees accurately and on-time.

12. In collaboration the CIO lead the review and improvement of systems solutions in the People Performance and Culture space.
13. Lead process improvement projects across Vision Australia.
14. Work with the Chair of the People and Culture Committee and CEO to manage the business of the committee.

Key Performance Indicators

We will measure the performance of the General Manager People, Performance and Culture against:

- a. enterprise KPIs common to all members of the Leadership Team to measure business success;
- b. individual KPIs related specifically to controlled functions and strategic projects; and
- c. CEO assessment of teamwork, contribution to culture and values, and overall effectiveness.

Performance is reviewed formally on an annual basis.

Essential Job Competencies

1. Leadership

- a. Proven leadership capability at a senior executive level in human resource or similar functions.
- b. The ability to lead across the organisation, influencing in areas where no formal authority exists.
- c. Able to be a thought leader in the employment of people who are blind or have low vision, contributing to Vision Australia advocacy.
- d. Ability to work as a member of a team, at all levels within an organisation.

2. Strategy

- a. Demonstrated expertise in strategic thinking and planning with a particular focus on human resource management. Experience in “futures thinking” would be an advantage.
- b. Expert in complex workforce planning.
- c. Competent in implementing strategic change.
- d. Demonstrated competence in creating a high performance culture at an enterprise level.

3. Subject Matter Expertise

- a. Expert in developing and maintaining a positive and engaged team culture in “for profit” or “for purpose” organisations.
- b. General management skills with competence across all disciplines.
- c. Demonstrated success in leading process improvement

4. Personal Effectiveness

- a. Able to maintain absolute confidentiality in all matters relating to Vision Australia.
- b. Demonstrable excellence skills in oral and written communication.
- c. Experienced in working with Board and Board Committees.
- d. Competent in the use of measurement and data analytics as applied to human resource functions and organisational performance.
- e. Excellence in the use of common productivity tools (e.g. Microsoft Office Suite).

- 5. To be a leader of culture, at all times modelling the values of Vision Australia.
- 6. A post graduate qualification in business, human resource management, or similar (Masters or PhD).

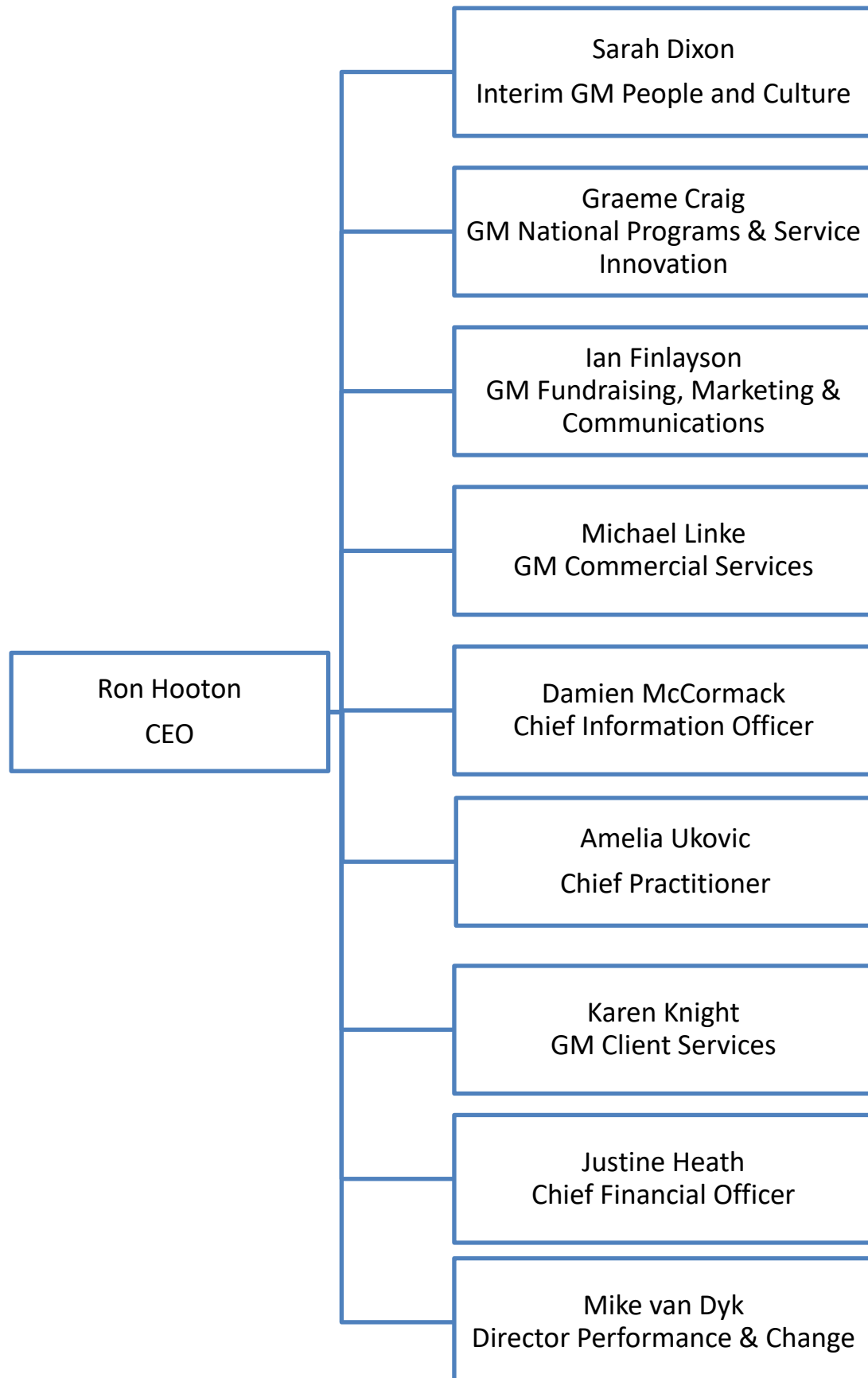
Vision Australia Environment

Vision Australia offers employees a high level of flexibility. While this role does involve inter-State travel, and fixed obligations relating to Board and Committee days, there is also flexibility regarding the days worked, and work setting (flexibility around working from home). Vision Australia ICT facilitates working from anywhere there is an Internet connection.

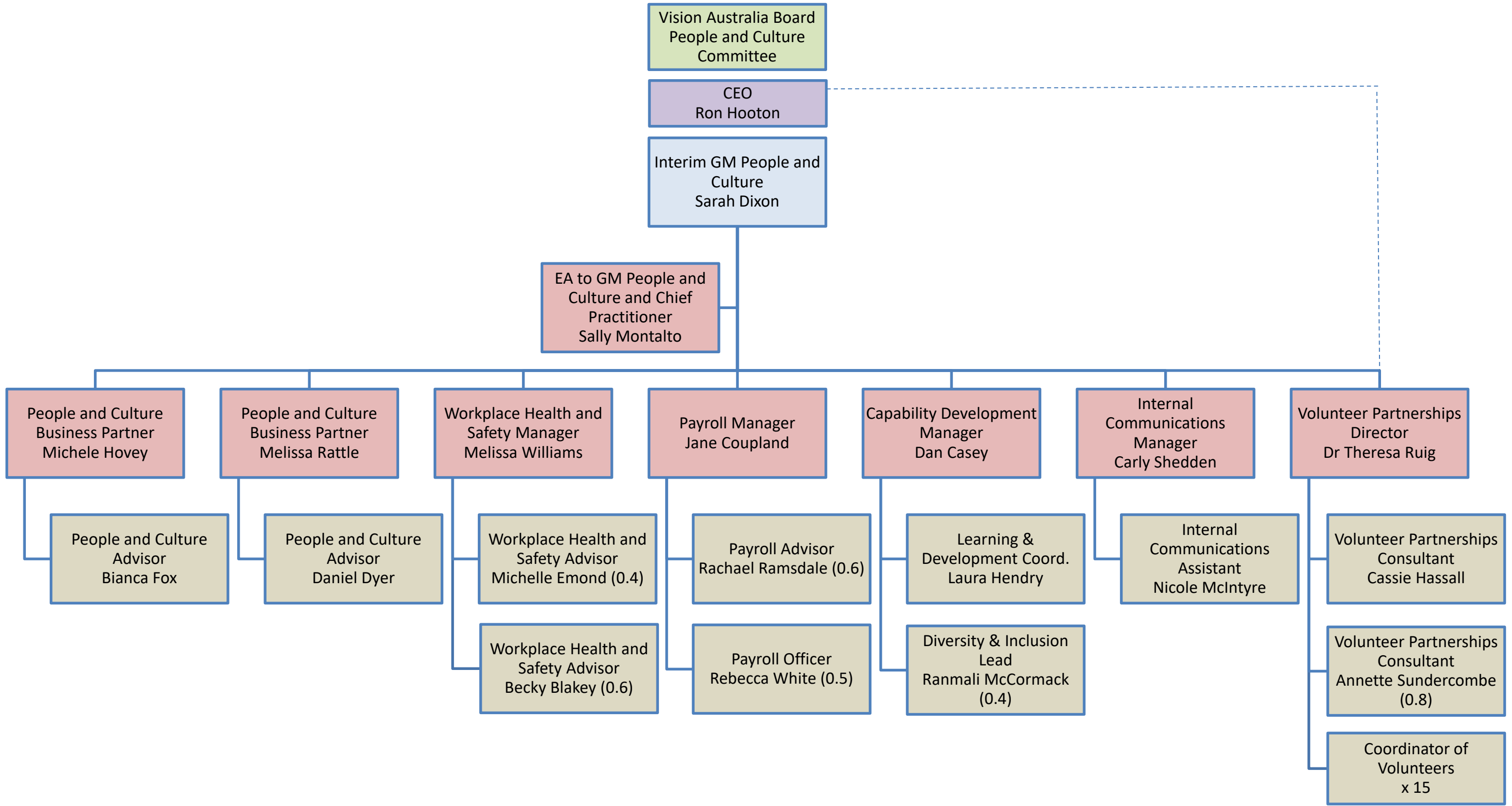
Many Vision Australia employees work with Seeing Eye Dogs and all employees are likely to have contact with working dogs.

Employment is subject to the Organisation receiving a National Police Record Check and if relevant, a Working with Children Check or QLD Blue Card or Vulnerable Persons (ACT) check.

Leadership Team 2021



People and Culture Organisational Chart



Our Values

Person Centred

We recognise and build on clients' strengths, with clients in control and at the centre of everything we do.



Collaborative

Everyone works together to deliver a measurable and positive difference to people who are blind or have low vision.



Accountable

We deliver on our promises and hold ourselves responsible for what we do and don't do.



Commercially focused

We maintain high standards of financial accountability and performance in a competitive environment.



Agile

We rapidly adapt to individual client needs and to our changing environment.



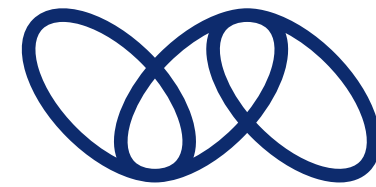
Our mission Our story



Vision Australia

Blindness. Low Vision. Opportunity.

150+
years
of vision



Vision Australia

Welcome to Vision Australia.

This is the story of who we are,
what we stand for, what drives our
passion and ultimately our success.

Our story is unique. It highlights a
mission brought to life by actions
driven by our heads and our hearts.

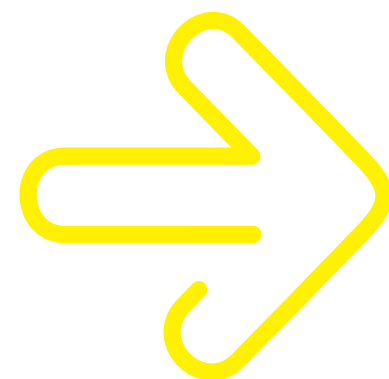
At the centre of our story are the
people we support.

This is our Story.



Vision Australia's mission is to support people who are blind or have low vision to live the life they choose.

**Our mission is
brought to life
by our actions**

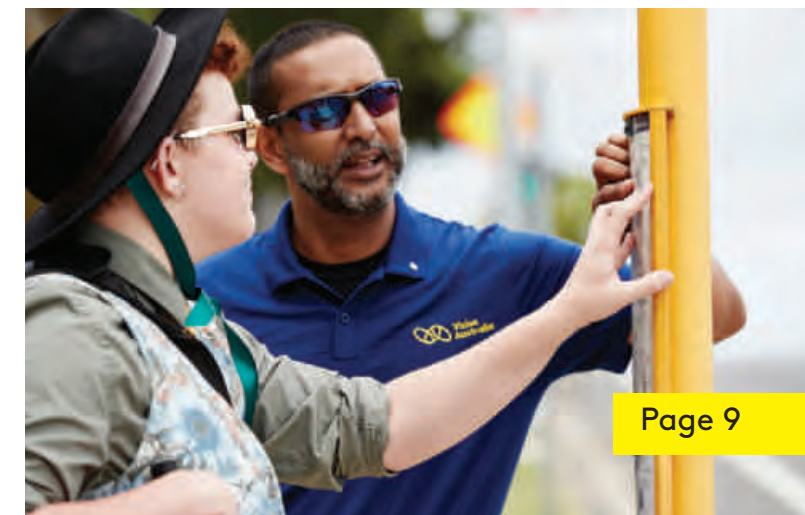




Our mission and our business success go hand in hand.

Our heart is the mission of the organisation. Our head is the business decisions and systems that drive our financial sustainability.

Each of us brings the best of our head and heart to our work every day.



Our teams live by Vision Australia values



Person Centred

We recognise and build on clients' strengths, with clients in control and at the centre of everything we do.



Collaborative

Everyone works together to deliver a measurable and positive difference to people who are blind or have low vision.



Accountable

We deliver on our promises and hold ourselves responsible for what we do and don't do.



Commercially focused

We maintain high standards of financial accountability and performance in a competitive environment.



Agile

We rapidly adapt to individual client needs and to our changing environment.



We define success in terms of great client outcomes

Our future lies in a lifetime of support that has a measurable positive impact in four key areas important to our clients.

Each of these areas is inseparably linked – our clients can achieve great outcomes with our help.



Education

People who are blind or have low vision have access to lifelong learning so they can strive for the same or better educational outcomes as their sighted peers.

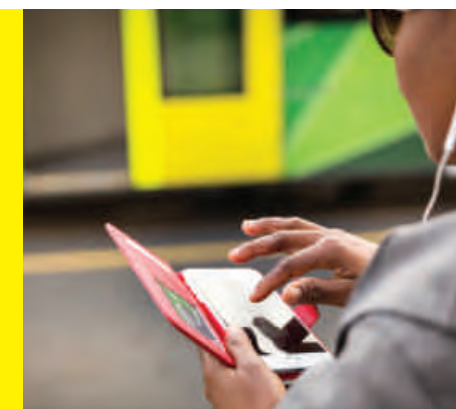


Employment

People who are blind or have low vision independently seek and gain employment and develop their careers, participating equally with their sighted peers in the workplace.

Independence

People who are blind or have low vision have choices about how they live their lives. They face no barriers to being full and independent participants within their communities.



Social Inclusion

People who are blind or have low vision have access to and are included in all areas of society so they choose how actively they participate.

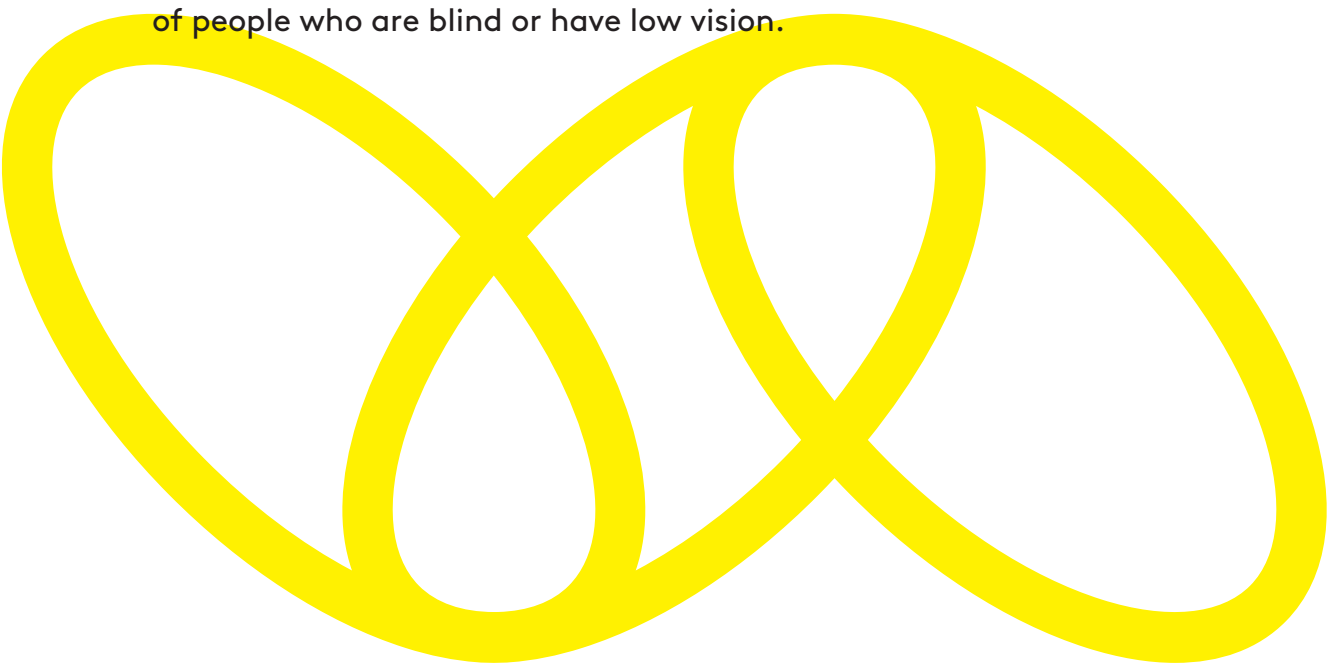
'Link' helps us tell our story

'Link', our identifying symbol, represents the connection we have to our clients, our workforce, donors, volunteers and the community.

Link tells the story of how we put our clients at the centre of everything we do. How we work with our clients to deliver services, and work collaboratively with other organisations to help clients with complex needs.

It's how we bring together our paid and voluntary workforce, with the generosity of our donors, in a way that enriches the services we offer.

Link comes to life in so many ways for an organisation like ours that seeks to make a measurable difference to the lives of people who are blind or have low vision.



We do this because

Vision Australia estimates there are 384,000 people in Australia who are blind or have low vision. Of these, approximately 10% (37,000 people) are blind, while about 90% (347,000 people) have low vision (refractive error not included).



Only 5% of print material is available in accessible formats in Australia.

The most common causes of blindness and low vision are age-related macular degeneration, cataracts, diabetic retinopathy and glaucoma.



Over 50% of people who are blind or have low vision are unemployed, underemployed or not able to work, despite the fact they want to work (this compares to 14% in the wider Australian population).



Vision Australia

Blindness. Low Vision. Opportunity.



Our foundations

We remain committed to our core strategic principles.

Our mission

Supporting people who are blind or have low vision to live the life they choose.



Our values

Person Centred, Collaborative, Accountable, Commercially Focused, and Agile



Priority areas

Education, Employment, Independence and Social Inclusion.



Head + Heart = Success

Our mission and our business success go hand in hand.



Our brand

Client-focused flexibility underpinned by scale, choice and expertise.



Vision Australia has a solid foundation that includes our mission, embraced by our workforce, and strong values that guide everything we do.

Living the values

Our values define us as an organisation, guide our interactions with each other and govern how we work with clients.

Priority areas guided by clients

Our future lies in a lifetime of support that has a measurable positive impact in four key areas important to our clients – education, employment, independence and social inclusion.

Head + Heart = Success

Our mission and our business success go hand in hand.

Our heart is the mission of the organisation. Our head is the business decisions and systems that drive our financial sustainability.

Each of us should bring the best of our head and heart to our work every day.

Our brand

Our brand connects us to our clients, our workforce, donors, volunteers and the community. It also underpins our wide range of high quality products and services for people who are blind or have low vision.

More information on The Hub under Our Future.

OUR FUTURE >>>

Building Sustainability 2020 and Beyond



Our path to sustainability



Services Sustainability

We will provide high-quality services that our clients need and want to deliver on our mission.

Workforce Sustainability

We will further develop a workplace that attracts, engages, develops and retains an expert workforce to deliver services.

Business Sustainability

We will achieve a breakeven financial position or better, along with simple and effective systems and processes for delivering services.

We are continuing our transition to long term sustainability by focusing on three core areas: Services Sustainability, Workforce Sustainability, and Business Sustainability.

Everyone in Vision Australia has a role to play in contributing to our success.

Services Sustainability

We will continue to innovate with our clients and provide the person centred services they value and that help them achieve their goals. Our services will exceed sector standards for compliance, client outcomes and client satisfaction.

Workforce Sustainability

We will provide a professional and flexible environment where our diverse workforce can thrive under our shared mission, values and strategy.

Business Sustainability

We will deliver a great client experience by doing the basics well, all of the time, continuing to reduce complexity across all parts of the organisation to boost service and financial performance.

OUR FUTURE >>>

Building Sustainability 2020 and Beyond



From building to being sustainable

We are building a strong future by rolling out a program of work driven by three core areas: services, workforce, and business sustainability.

Services Sustainability

EmployAbility – Services for Children and Young People

Enhanced and Digitised Information Services

Enabling Older Australians
Boosting Social Inclusion

Telehealth – Creating a blended service model

Workforce Sustainability

Sustainable and Engaged Workforce

Streamlined Volunteering

Business Sustainability

Enhanced Business Performance

Streamlined Billing and Payment Experience

Enhanced Client Service Practices

Our targets

We must achieve the following targets by July 2021 to succeed. These can only be met with the sustained effort of our entire team.

Services Sustainability

Client satisfaction:	>90%	NDIS package utilisation:	65%
Telehealth:	>20%	NDIS package value:	>\$3,750
Active clients:	>16,500	Seeing Eye Dogs graduated:	>40
Eligible clients on NDIS package:	70%		

Workforce Sustainability

Employee net promoter score:	>+10	Lost time injury frequency rate:	<5
Voluntary turnover:	<17%	Staff who are blind or low vision:	>15%

Business Sustainability

Budget:	Meets budget	Net operating fundraised income:	>\$14.95m
Billable hours 12 month rolling average:	>50%	Net profit Quantum and Vision Store:	>\$2.1m

More information on The Hub under **Our Future**.

OUR FUTURE >>>

Building Sustainability 2020 and Beyond



Our people. Our culture.

Our people are the heart of our culture.

We are inclusive

Our strength lies in the diversity of our workforce.



We don't tolerate

Bullying. Harassment. Discrimination. Inequality.



We are supportive

Look out for yourself and look out for others.
Workforce Assistance Program: call
Life Street on 1300 050 205.



We are flexible

We value flexibility that works for you,
our clients and the organisation.



We listen

Our workforce are the experts and
we value your feedback.



We are inclusive

We have an inclusive culture and value diversity and all abilities. Bullying, harassment, discrimination and inequality are not tolerated in Vision Australia.

If you believe that you or a colleague is being treated unfairly, you can chat informally and confidentially with a Contact Officer to explore what to do next.

More info on the Hub at **People & Places/ Contact Officers**.

We are supportive

Concerned about your mental health or that of a colleague's? Reach out to one of our accredited Mental Health First Aiders.

More info on The Hub under **Resources/ RUOK365**.

You can also access personal, confidential support through our Workforce Assistance Program provider, **Life Street on 1300 050 205**.

We are flexible

We understand the value of flexibility. We provide tailored flexible work options to meet the needs of our workforce, our clients and the organisation. Talk with your manager to explore these options further.

We listen

We value regular feedback from our workforce. We use these insights to guide activity across the organisation so we can ensure that Vision Australia is an even greater place to work; enabling you to continue delivering great outcomes for clients.

More information on The Hub under **Our Future**.

Have Your Say Survey 2020



Vision Australia

Blindness. Low Vision. Opportunity.



The **Have Your Say Survey 2020** report from Voice Projects has revealed excellent results – starting with a 98% participation rate.

This is fourth Voice Survey Vision Australia has conducted since 2012 and employee feedback in all areas is significantly more positive than it has ever been. Seventy questions are distributed across twenty-seven areas including Leadership, Workload, Safety, Pay and Benefits, Technology etc. There is not a single question where employee feedback is less positive than in all previous surveys.

And based on these excellent results, Vision Australia has been recognised with a Voice Project's Best Workplace Award for 2020.

Voice Project's "Best Workplace" awards recognise organisations who have achieved exceptional levels of employee engagement and satisfaction. These organisations tend to engage in effective management practices such as articulating and communicating overall direction, assessing and providing adequate resources, and supporting employees in learning and in career development more broadly. Employees in these organisations often feel supported, empowered and engaged as they help drive organisational performance.

2020 List of Recognised Organisations:

- Vision Australia
- ACON
- Diabetes Victoria
- Greengate
- iMOVE Australia
- Philanthropy Australia
- Qudos Bank
- St Andrews Village

The Results

Employee Net Promoter Score is +33. Almost half of our employees (49%) responded with a score of 9 or 10 out of 10 to indicate that they are extremely or very likely to recommend Vision Australia as a place to work.

The difference in eNPS for Billable staff (+16) as compared with all other staff (+39) is notable, however the significant improvement in the Billable staff eNPS (from -27 to +16) is very positive.

Voice results are benchmarked against more than 1000 participating employers in Australia, (including 227 Health and Community Sector organisations). Our 2020 Voice results are also very positive in relation to these external benchmarks.

A number of areas that have been sources of comparative strength for Vision Australia through all previous Voice Surveys, have shown further progress. Examples are:

Health and Safety at 94% compares with an 82% average in the Health and Community Sector and a 79% average in All Industries.

Teamwork at 95% compares with an 85% average in the Health and Community Sector and an 82% average in All Industries.

Diversity/ Respect (anti-bullying and harassment) at 92% compares with an 83% average in the Health and Community Sector and an 81% average in All Industries. (96% of staff agree or strongly agree that “Sexual harassment is prevented and discouraged” at Vision Australia).

Feedback from staff in the 2020 survey identifies a number of new areas of strength for Vision Australia as an employer: Leadership, Technology, Cross Unit Cooperation and Performance Feedback:

Leadership at 84% compares with a 70% average in the Health and Community Sector and a 64% average in All Industries.

Technology at 83% compares with a 63% average in both the Health and Community Sector and All Industries.

Cross Unit Cooperation at 69% compares with a 59% average in the Health and Community Sector.

Performance Feedback at 81% compares with a 66% average in the Health and Community Sector.




In the area of **Career Opportunities** Vision Australia’s results have improved to reflect the Health and Community Sector average (49%) after trailing other employers in previous surveys.

It is also notable that the degree to which Vision Australia’s values resonate with our workforce has increased since the 2017 survey by 14% on average, and by 21% for our Commercially Focussed value (now 84%).

The 2020 Have Your Say Survey results will now be celebrated as part of the ‘Culture of Success’ component of the Sustained and Engaged Workforce strategy.

Further detailed information is provided in the following pages. When comparing the themes compared to the previous surveys each year, the tables below clearly illustrate the improvements gained each year. For context, we have also included the questions for each theme. And when benchmarked against the Health Community Sector (HCS) we have steadily improved to surpass the benchmark in 2020.

Results

- 98% participation rate
- eNPS – All Staff +33 (2017 result was -2)  35
 - eNPS – Non Billable +39 (2017 result was +7)  32
 - eNPS – Billable +16 (2017 result was -27)  43

Score distribution:	9 or 10:	49%	(Promoters)
	7 or 8:	36%	(Neutral)
	5 or 6:	13%	(Detractors)
	0 to 4:	2%	(Detractors)

top 5 questions compared to previous survey

		2020 % Fav	2017 % Diff	H&CS % Diff
Leadership	The Leadership Team keep staff informed	87%	+34%	+22%
Leadership	The Leadership Team behave in a way that is consistent with the values of Vision Australia	86%	+32%	+16%
Cross-Unit Cooperation	Knowledge and information are shared throughout Vision Australia	69%	+28%	+15%
Technology	Staff in Vision Australia have good skills at using the technology we have	81%	+24%	+22%
Resources	I have access to the information I need to do my job well	84%	+23%	+10%

Top 5

top 5 questions compared to benchmarks

		2020 % Fav	2017 % Diff	H&CS % Diff
Technology	Vision Australia makes good use of technology	84%	+14%	+24%
Leadership	The Leadership Team keep staff informed	87%	+34%	+22%
Technology	Staff in Vision Australia have good skills at using the technology we have	81%	+24%	+22%
Performance Feedback	My performance is reviewed often enough	85%	+11%	+18%
Leadership	The Leadership Team behave in a way that is consistent with the values of Vision Australia	86%	+32%	+16%

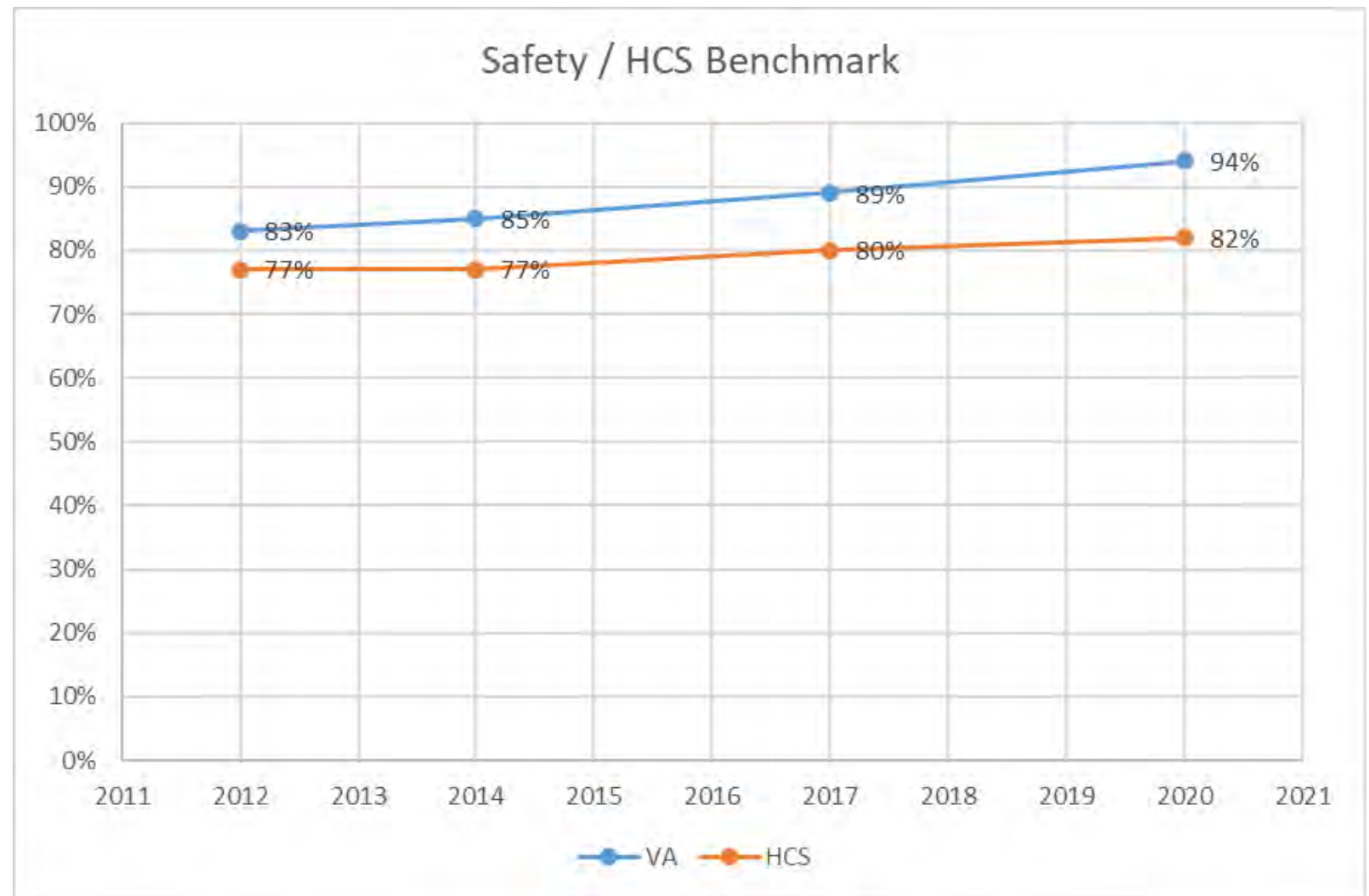
Bottom 5

bottom 5 questions compared to benchmarks

		2020 % Fav	2017 % Diff	H&CS % Diff
Processes	Our processes are efficient	52%	+8%	-8%
Processes	At Vision Australia it is clear who has responsibility for what	55%	+11%	-5%
Career Opportunities	There are enough opportunities for my career to progress in Vision Australia	45%	+12%	-1%
Processes	There are clear processes for how work is to be done	69%	+11%	-1%
Vision	I am aware of the vision the Leadership Team has for the future of Vision Australia	71%	+2%	0%

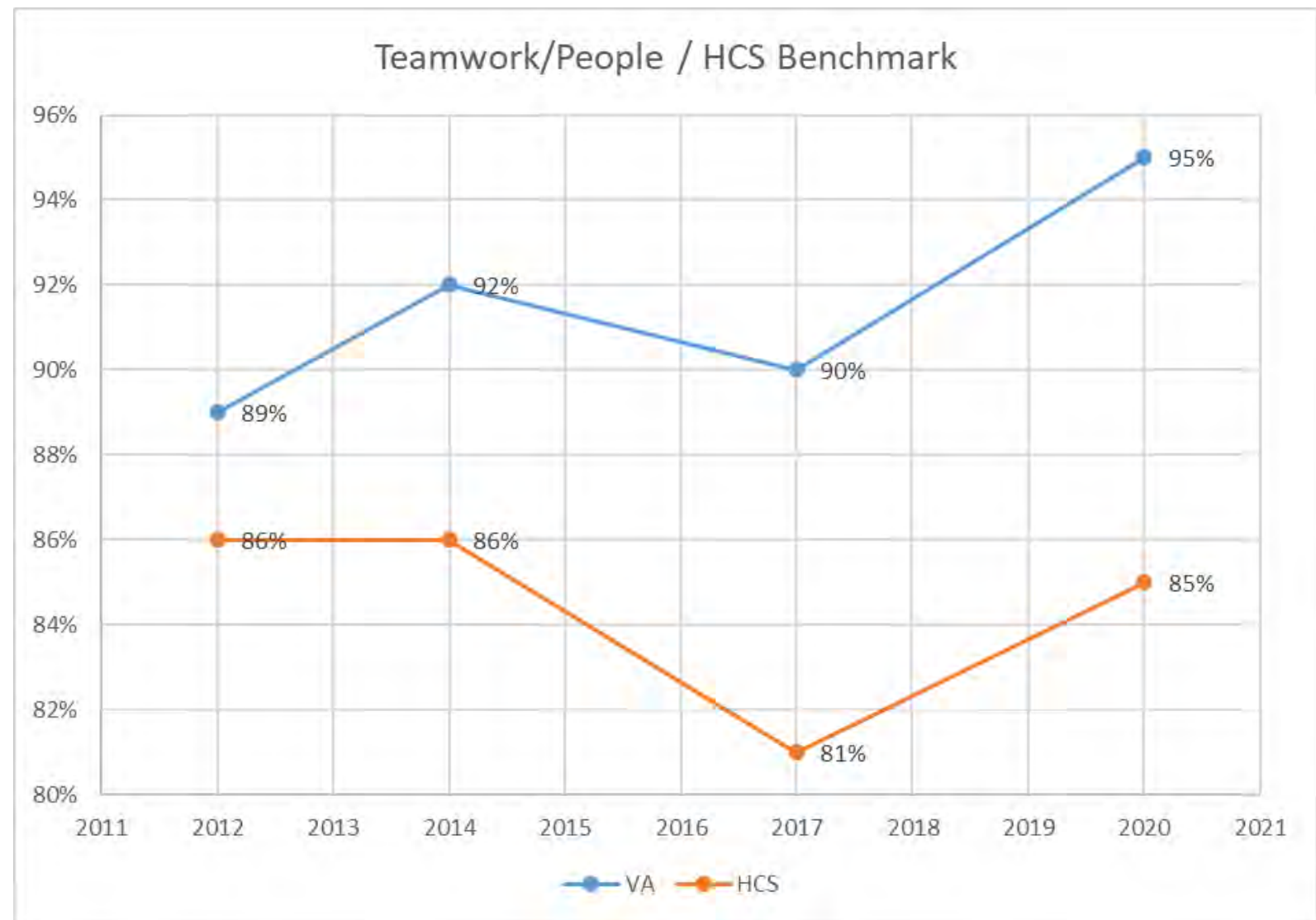
Safety

1. Keeping high levels of health and safety is a priority of Vision Australia.
2. We are given all necessary safety equipment and training.
3. I know where to get help if I am feeling emotionally unwell or unsafe at work



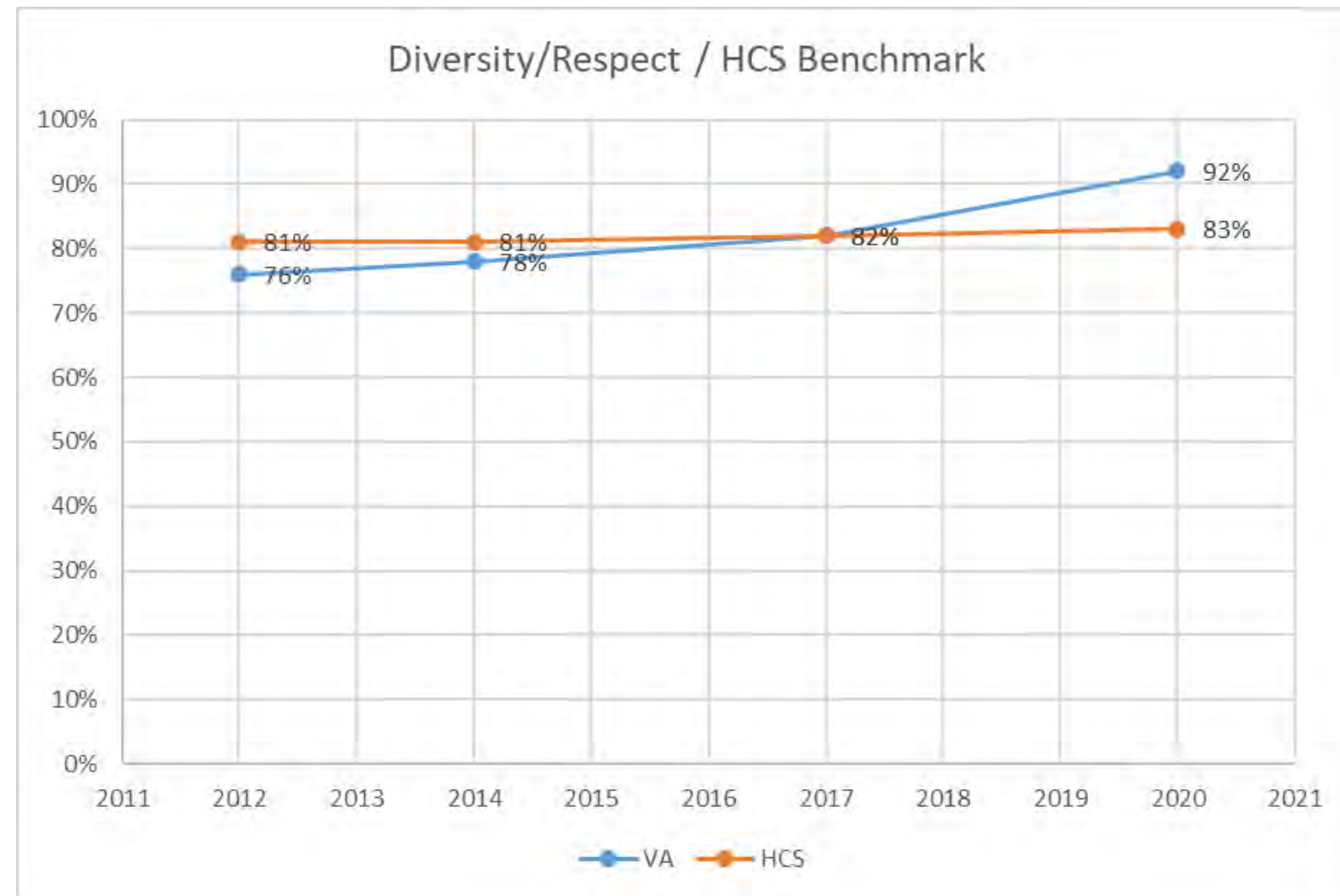
Teamwork/People

1. I have confidence in the ability of my co-workers
2. My co-workers give me help and support



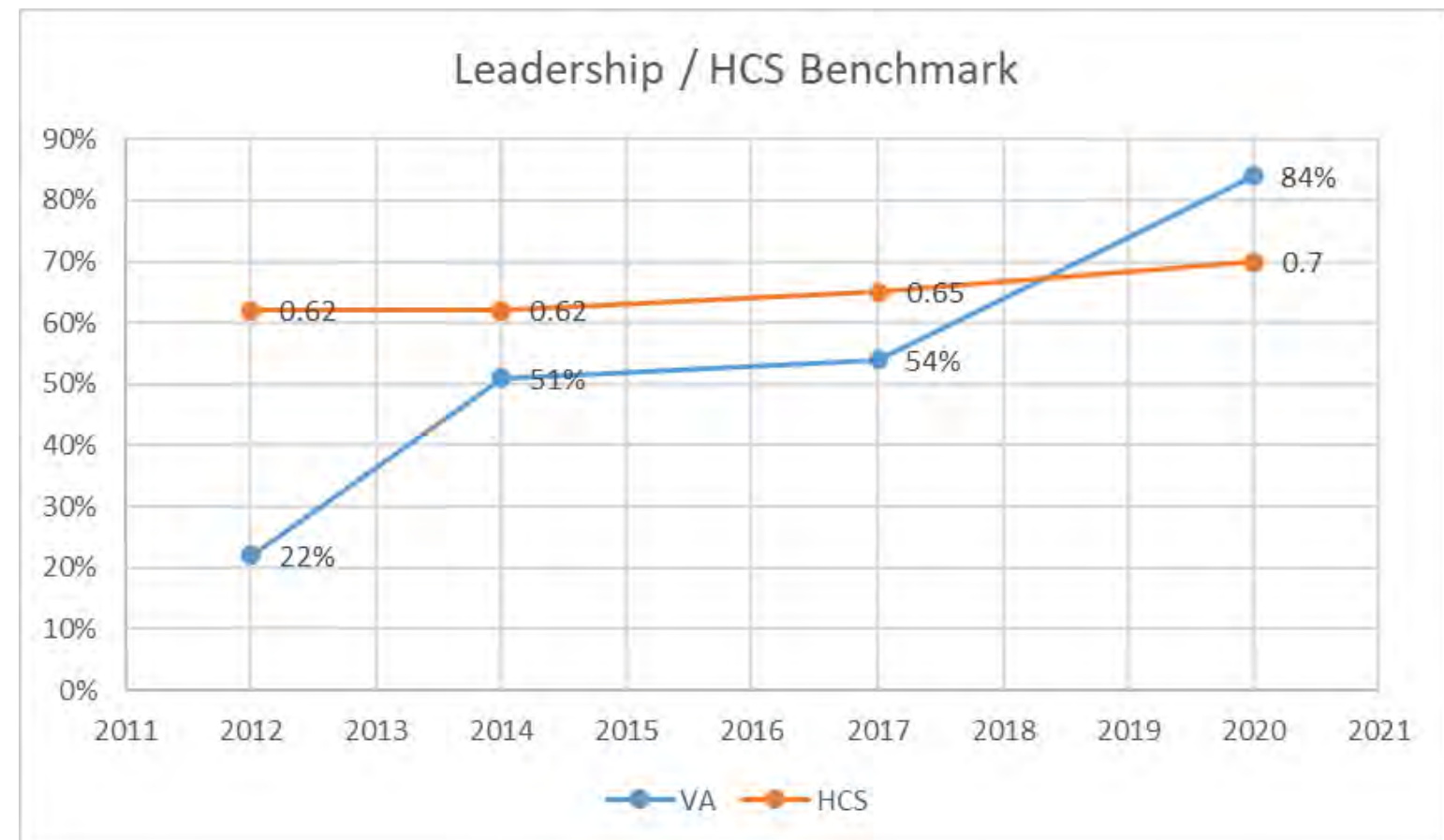
Diversity / Respect

1. Staff treat each other with respect
2. Discrimination is not tolerated in Vision Australia
3. Bullying and abusive behaviours are not tolerated in Vision Australia.
4. Sexual harassment is prevented and discouraged



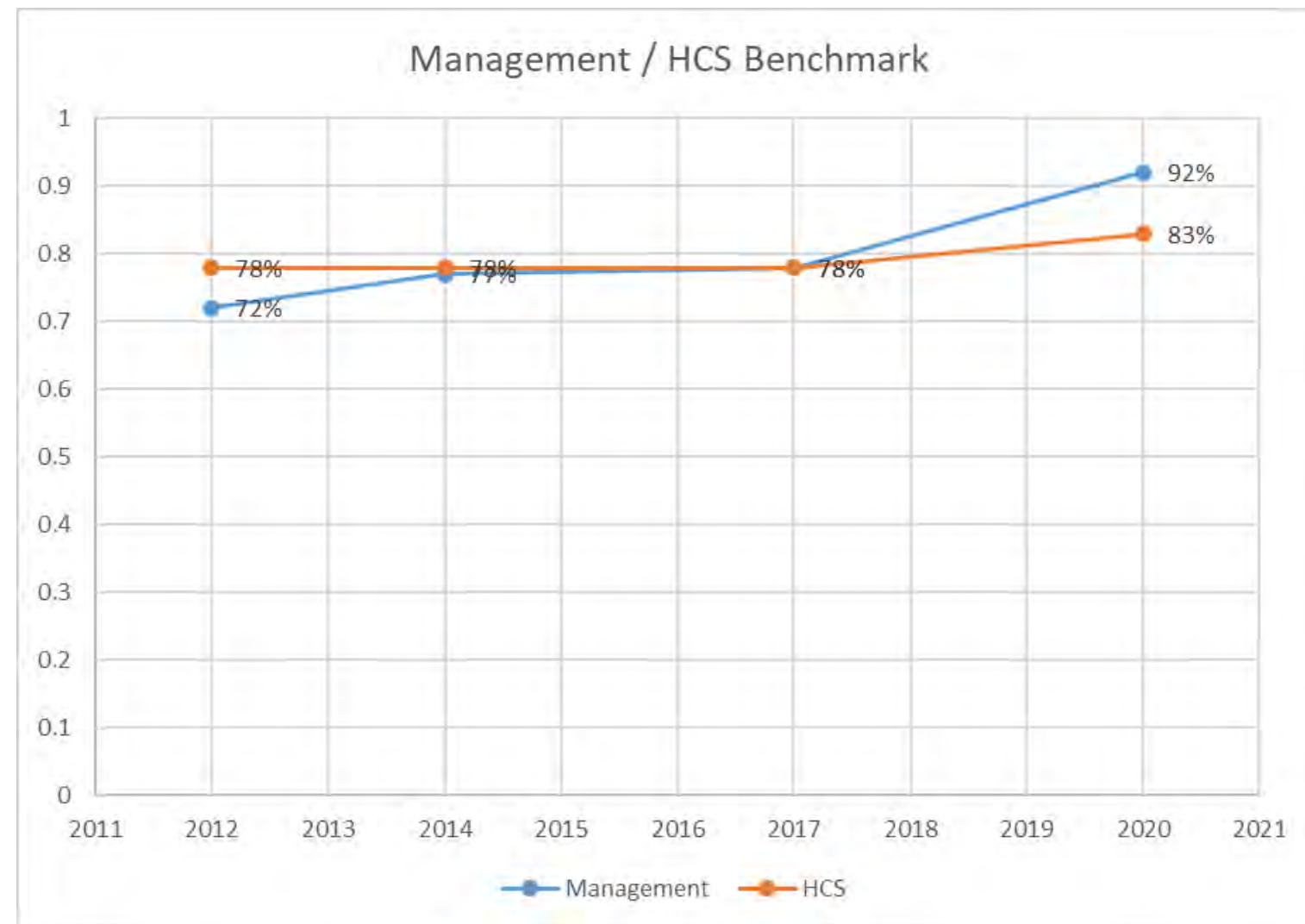
Leadership

1. I have confidence in the ability of the Leadership Team
2. The Leadership Team behave in a way that is consistent with the values of Vision Australia
3. The Leadership Team keep staff informed



Management

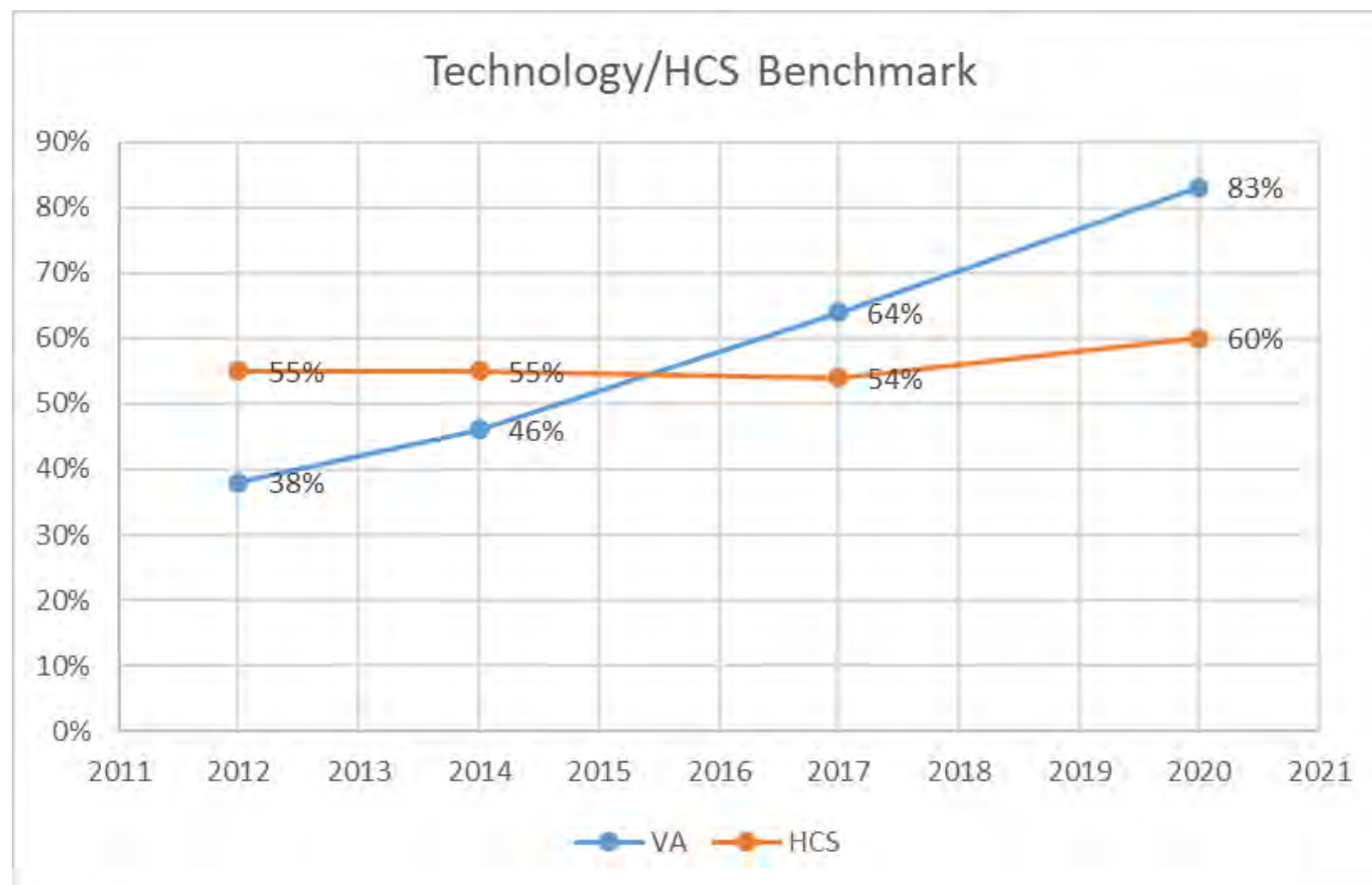
1. I have confidence in the ability of my manager
2. My manager behaves in a way that is consistent with the values of Vision Australia
3. My manager gives me help and support



Technology

1. Vision Australia makes good use of technology

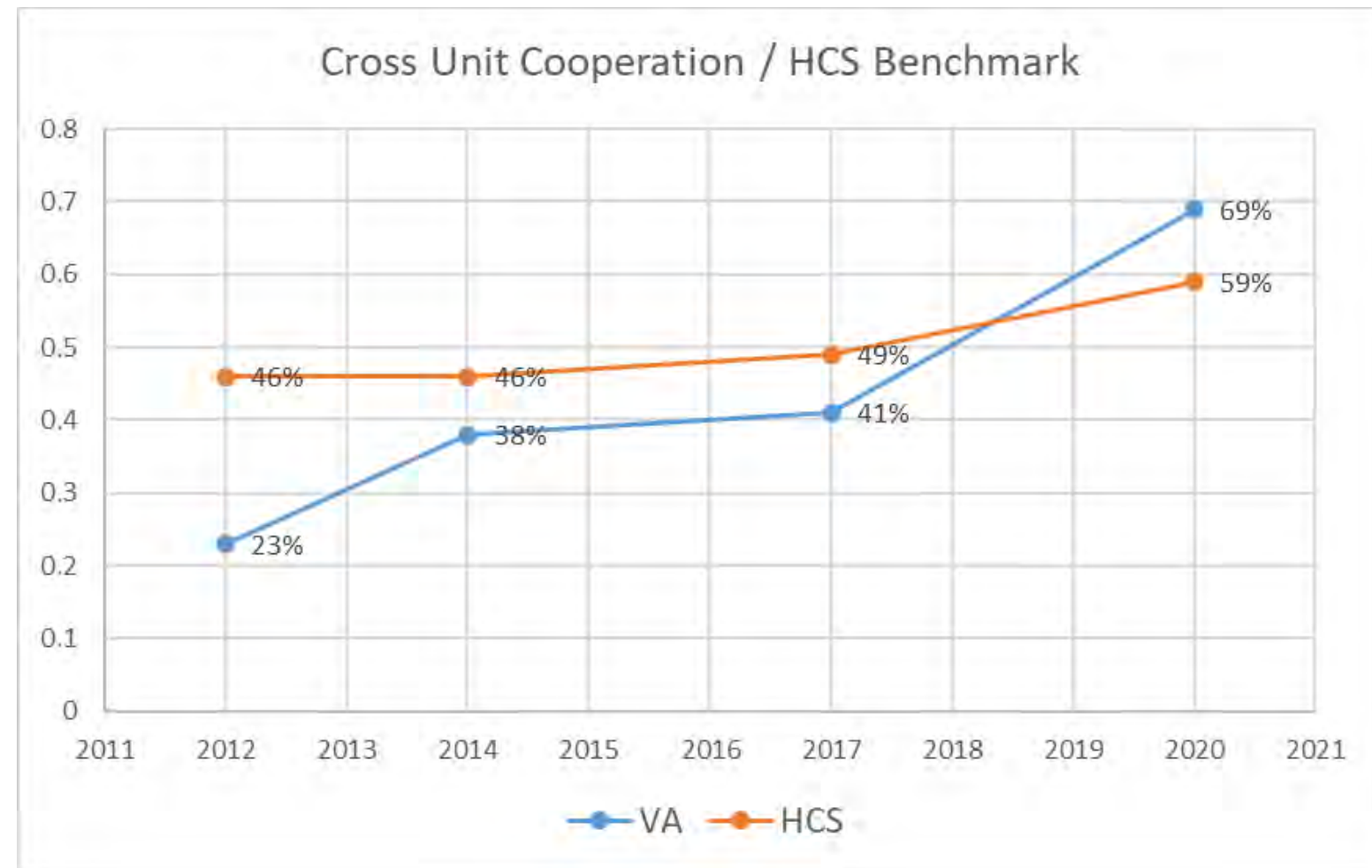
2. Staff in Vision Australia have good skills at using the technology we have



Cross Unit Cooperation

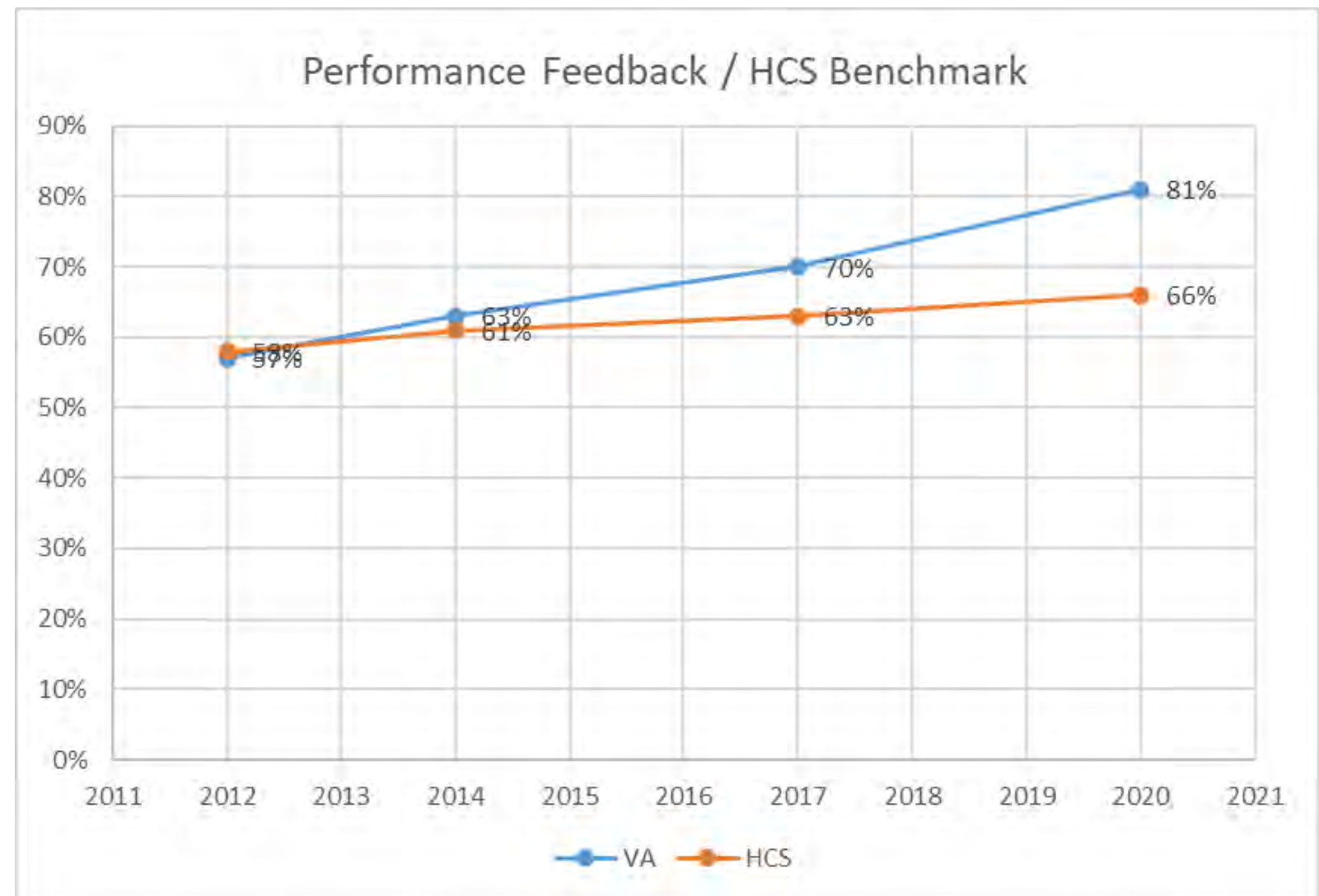
1. Knowledge and information are shared throughout Vision Australia

2. My work unit receives help and support from other work units



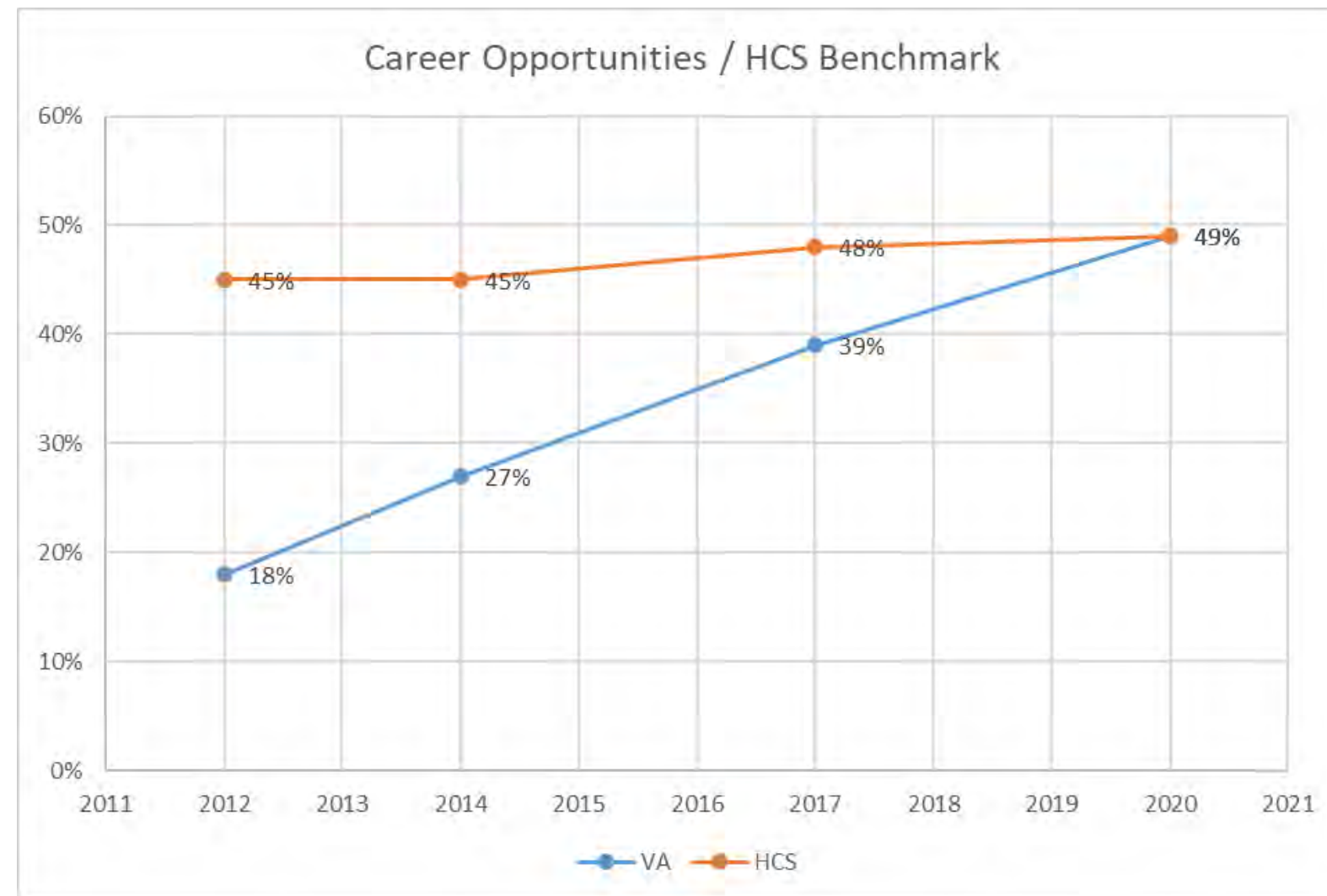
Performance Feedback

1. My performance is reviewed often enough.
2. The way my performance is evaluated provides me with clear guidelines for improvement.

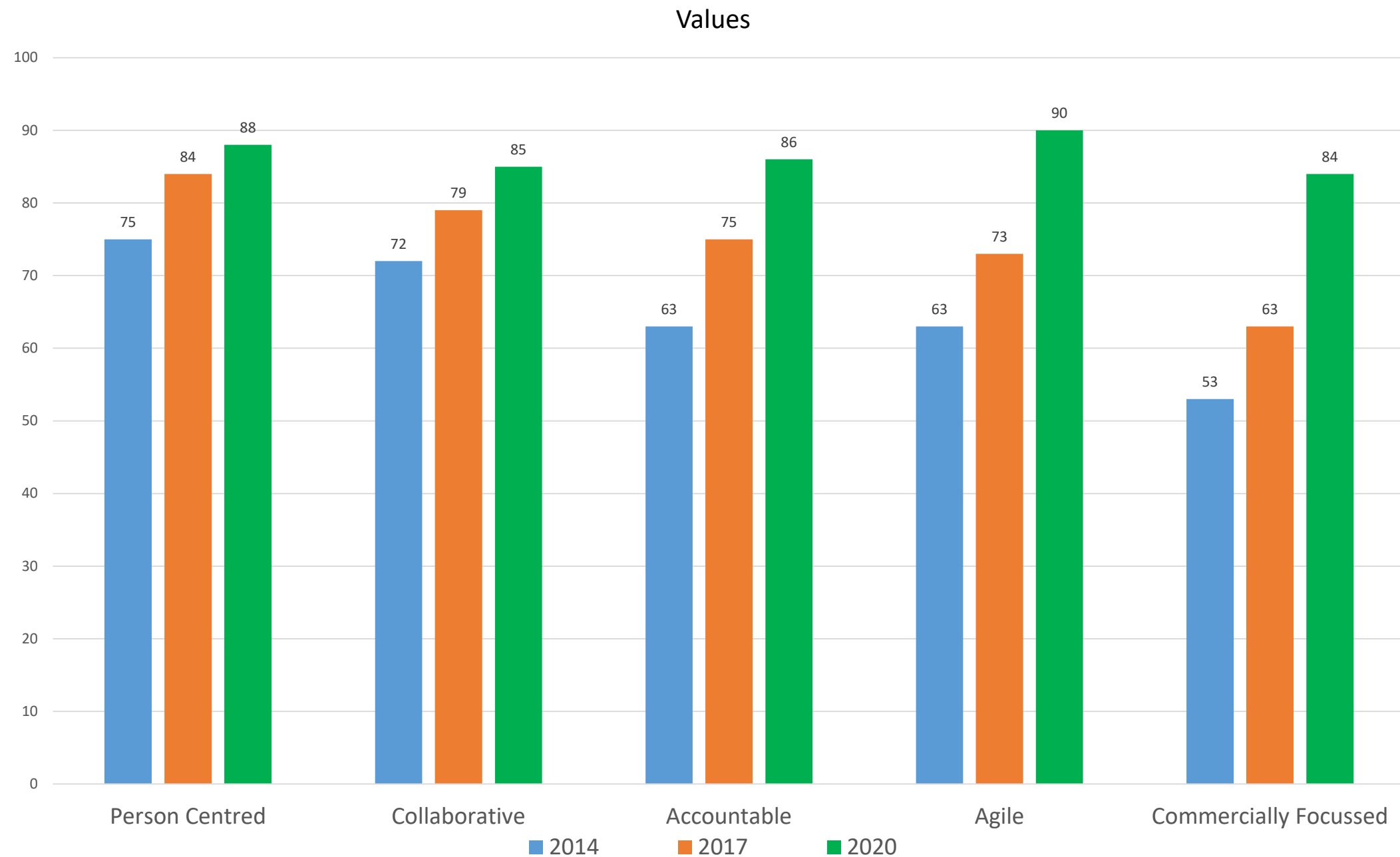


Career Opportunities

1. Enough time and effort is spent on career planning
2. I am developing skills needed for career progression
3. There are enough opportunities for my career to progress in Vision Australia



Values



In their own words

In this video, our employees share the results and their responses of the Have Your Say Survey 2020 in their own words.





**Vision
Australia**

Blindness. Low Vision. Opportunity.