



House Keys: Workforce

Aggregate Report

June 2016



nsw Federation of
Housing Associations inc

In partnership with



SHELTER
because housing matters

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Executive summary

House Keys: Workforce is the new national benchmarking system developed by the NSW Federation of Housing Associations (the Federation) for community housing providers that will set industry standards and allow community housing providers to see how they compare with peers around Australia.

House Keys: Workforce has been developed to support community housing providers' human resource strategies by making comparative data on salaries and key workforce metrics available.

House Keys: Workforce collected data from 29 community housing providers located in New South Wales, Queensland, Victoria, Australian Capital Territory and Tasmania. The data refers to the financial year 2014/2015. The total number of employees in the House Keys: Workforce sample was 1,272.

Profile of the community housing workforce

The community housing workforce is predominantly female, Australian born and employed on a full-time basis.

The majority of employees (1084 in total or 85 percent) were Australian born, with a small proportion of employees (15 percent of the total sample or 188 workers) identified as being from a culturally or linguistically diverse (CALD) background. The proportion of Aboriginal and Torres Strait Islander employees stood at 2 percent (or 30 employees in total)¹.

53 per cent (675) of the employee's highest level of educational attainment was Year 12 or higher. The highest level of education attained for 30 percent (201) of such employees was an undergraduate or postgraduate University degree; there were 47 percent (317) whose highest education level was a VET qualification (Certificate I – IV, Diploma, Advanced Diploma) and for 23 percent (157) this was Year 12 or equivalent.

927 employees (83 percent) were covered by the Social, Community, Home Care and Disability Services Industry Award (SCH&DSIA). In addition to the Award employment conditions, 19 community housing providers (66 percent) offered a salary that was above the minimum award rates. The pay of community housing workers by some community housing providers was augmented by several incentives offered on top of salary, such as salary packaging options, flexible working conditions and access to long service leave after five years of employment. 6 out of 29 community housing providers also offered a performance based bonus to their staff.

The employment conditions of a smaller proportion of the workforce (76 employees or 6 percent from 12 community housing providers) mostly employed at senior and executive levels, were determined by individual contract.

Staff turnover rate among permanent employees who left their community housing organisation was 18 percent or 228 staff members.

¹ This excludes one community housing provider who has 56 Aboriginal and Torres Strait Islander employees. The exclusion is due to the large number of Aboriginal and Torres Strait Islander employees for one provider which disproportionately increases the percentage across all participating providers. The inclusion of this provider in the proportion of Aboriginal and Torres Strait Islander figure would be 7% (or 86 employees in total).

270 permanent staff members were recruited in the financial year 2014/15. This is the equivalent of 21 percent of the total workforce for the community housing providers participating in the House Keys: Workforce sample.

House Keys findings show that 48 percent of new recruits to the industry were previously employed by a community housing provider and 62 percent came from other community services organisations. 33 percent of new recruits had a previous employment background in real estate and 29 percent from a state housing authority.

There were two main sources of new employees at senior and executive levels. 33 percent of new senior employees (who directly report to the CEO or an Executive Director) came from large private sector organisations and a further 33 percent came from another community services organisation.

The House Keys online platform provides additional in-depth insights for subscribers, including efficiency metrics and detailed salary comparisons for all community housing roles, from the operational level to senior management level.

About the NSW Federation of Housing Associations

The Federation is the industry peak body for community housing providers in NSW. Since 1993 the organisation has provided leadership, support and resources for the further development of the industry, and has represented the aspirations and interests of the industry to all other stakeholders – government, partners, business and the wider community.

The Federation's purpose is to support the development of a not-for-profit rental housing sector which compares favourably to any around the world, and which makes a difference to the lives of lower income and disadvantaged households across the state. The Federation seeks to ensure that community housing providers are active in all housing markets, providing a full range of housing products.

Acknowledgements

House Keys: Workforce has been developed in close collaboration with HR managers and other industry experts and the Federation gratefully acknowledges the invaluable work of the Industry Reference Group for this project.

The Federation also wishes to thank our key partner Q Shelter.

Methodology

House Keys: Workforce is the new national workforce benchmarking system for community housing providers. The system has been developed by the NSW Federation of Housing Associations in close collaboration with human resource managers, Q Shelter and other industry experts under the guidance of an Industry Reference Group. House Keys: Workforce is an interactive online platform that allows subscribers to see how they compare with peers around Australia.

Data was collected between August and September 2015. All data entered in the House Keys online platform was self-reported by participating community housing providers. The list of all community housing providers that participated is provided in Appendix A of this report. Platform development, data cleaning and analysis was conducted externally by a performance benchmarking consultancy, Benchmarking.com.au.

House Keys: Workforce contains workforce information about the 29 participating community housing providers across Australia. Please note that the data presented through House Keys and in this aggregate report applies to House Keys participants only and not all registered community housing providers.

Section 1: Workforce composition and diversity

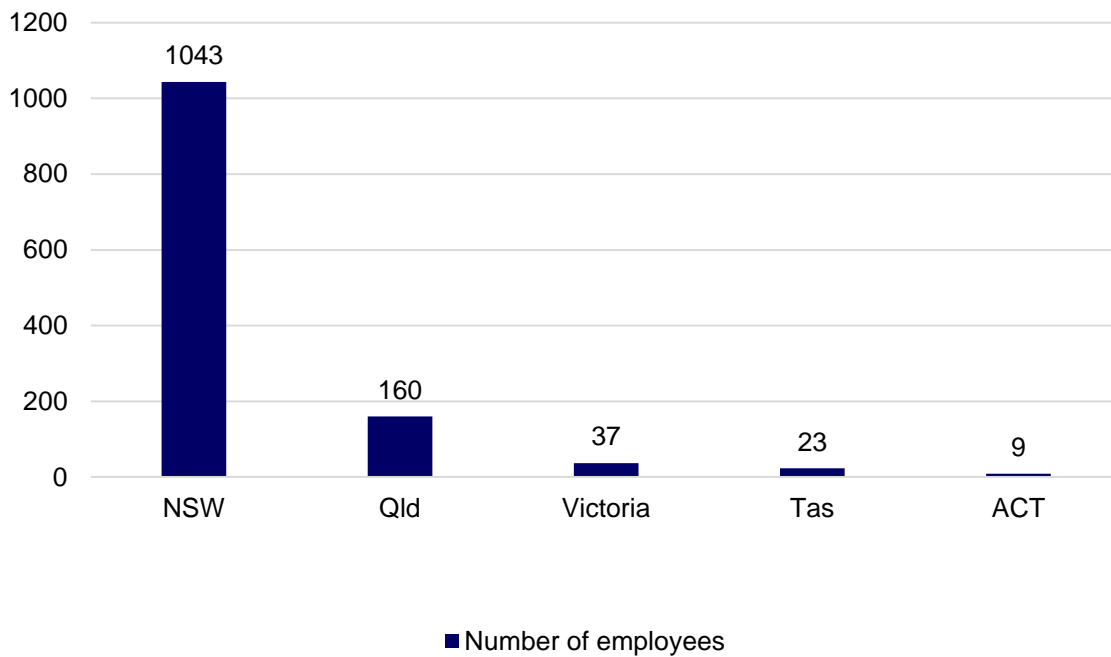
At 30 June 2015, the 29 community housing providers participating in House Keys Workforce managed a total of 39,620 properties and employed a total of 1,272 people or 1,177 full time equivalent (FTE) staff. The size of participating community housing provider's varied greatly, ranging from smaller community housing providers (four community housing provider's managed less than 200 properties), to large community housing provider's, managing more than 2,000 properties each. The average number of properties across all 29 participating community housing providers was 1,415.

The total number of staff employed by participating community housing providers in each State or Territory was as follows:

Table 1. House Keys participants - number of employees by jurisdiction

Jurisdiction	Number of employees	Number of community housing providers
NSW	1043	22
Queensland	160	4
Victoria	37	1
Tasmania	23	1
ACT	9	1

Figure 1: House Keys participants - number of employees by jurisdiction

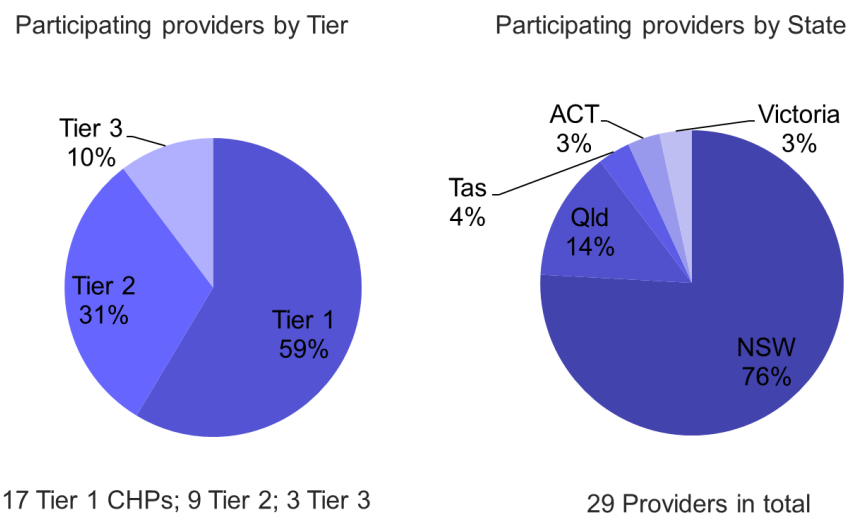


The data collected refers to the financial year 2014/2015.

The breakdown of House Keys: Workforce participants by Registration Tier was as follows:

- 17 Tier 1 community housing providers
- 9 Tier 2 community housing providers
- 3 Tier 3 community housing providers.

Figure 2: Breakdown of House Keys: Workforce community housing providers by Tier and by State



The average number of properties per provider was 1,415 (Figure 3).

The number of staff employed by community housing providers ranged from 3 to 189. The average number of employees per community housing provider was 44 (Figure 4).

Figure 3. Number of properties managed by House Keys Workforce participants

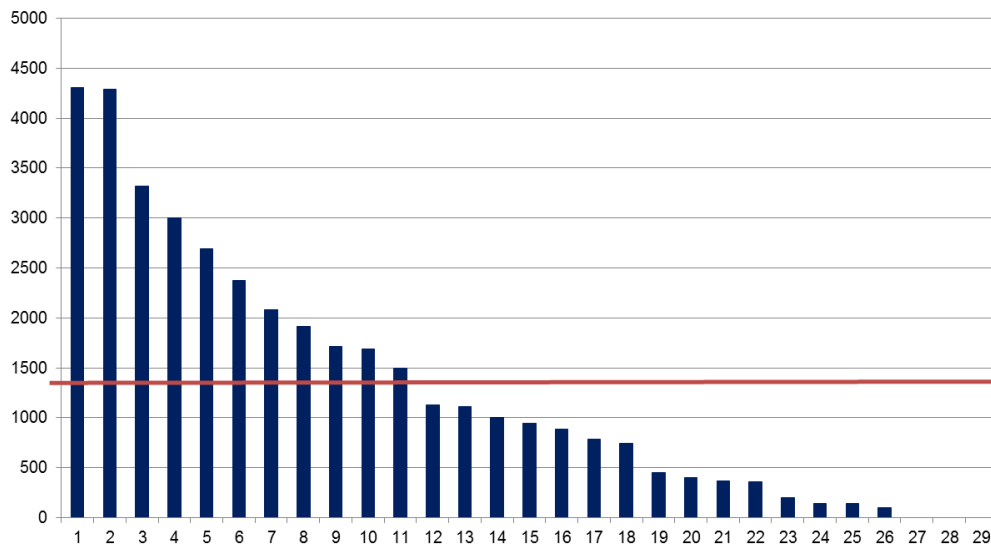
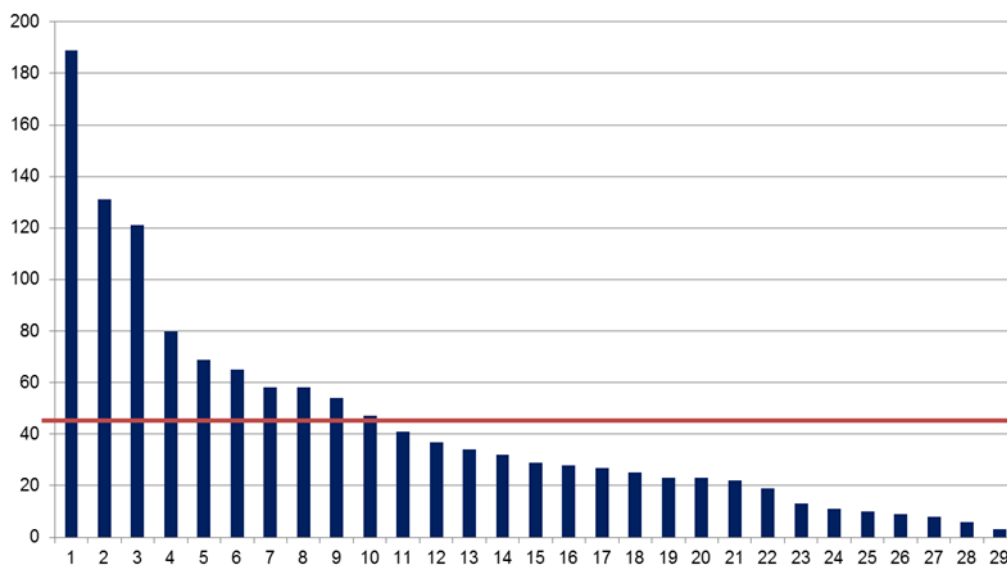


Figure 4. Number of employees

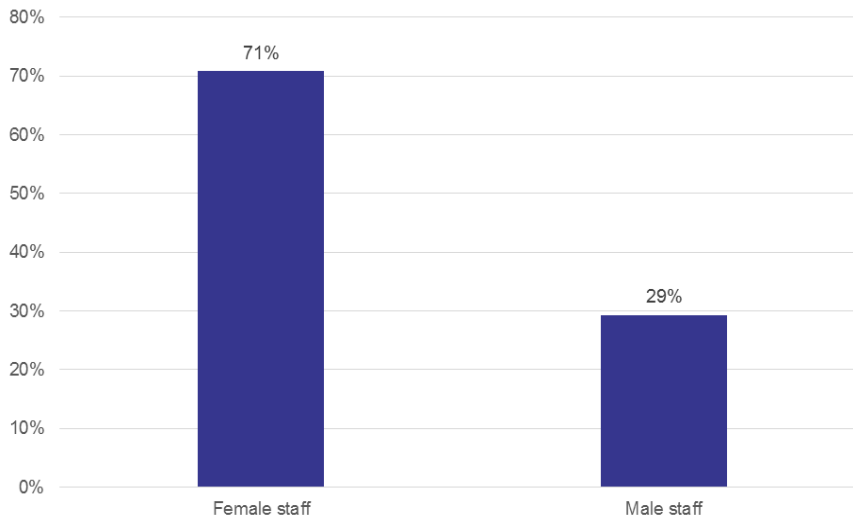


Gender composition

The workforce was predominantly female, with 895 women employees (71 percent). This is similar to the gender composition of the broader NSW community services workforce in 2015.²

The proportion of female employees was higher at the operational level, (73 percent female employees), than at senior management level, (58 percent female employees).

Figure 5. Workforce composition by gender



Age profile

The majority of employees, 680 (or 53 percent) were in the 35 – 55 age range. 381 employees (or 30 percent) were younger than 35 years old. 204 employees (16 percent) were aged 55 – 64 years and 2 percent (or 24 employees in total), were older than 65 in 2015.

² Social Policy Research Centre (2015). State of Community Services Sector in NSW in 2015

Figure 6. Community housing age profile 2015 distribution by age group

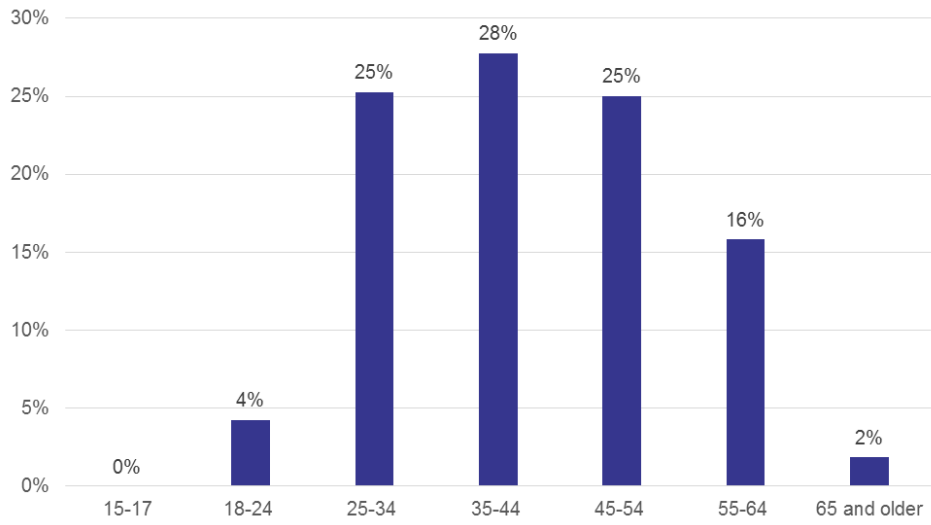
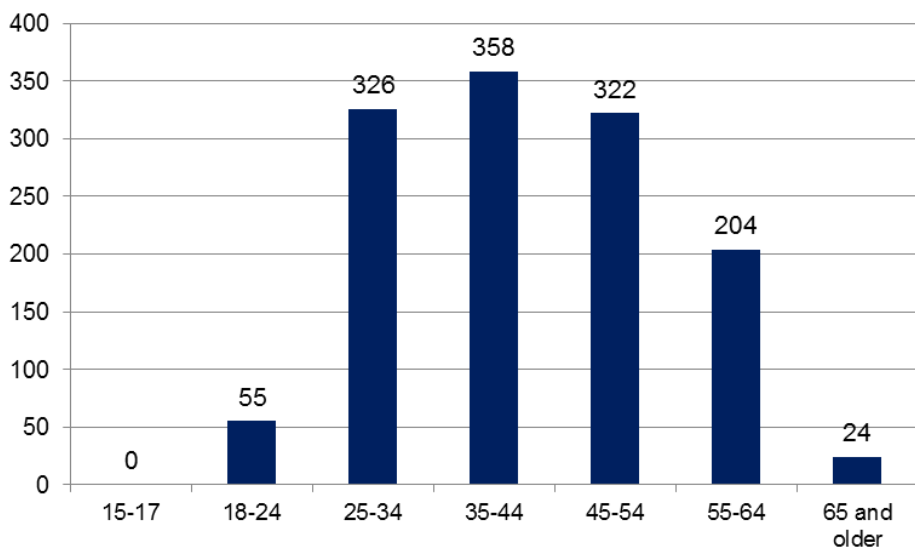


Figure 7. Community housing age profile distribution, by number of employees



Workforce diversity

86 employees identified as being Aboriginal or Torres Strait Islander in the House Keys: Workforce sample, making up 7 percent of the total workforce. However, there was one Aboriginal or Torres Strait Islander community housing provider that participated in House Keys whereby the majority of its staff identified as Aboriginal or Torres Strait Islander (56 employees). If the staff of this organisation are excluded from the House Keys sample, the total number of Aboriginal or Torres Strait Islander staff among the remaining 28 community housing providers falls to 30, or 2 percent of the total workforce. For NSW, the figure is 29 staff or 3 percent of the total workforce.

To put these figures in context, in 2014/2015 there were 5,074 Aboriginal and Torres Strait Islander households living in community housing nationally (7.3% of all households). In NSW, the number of Aboriginal or Torres Strait Islander households living in community housing was 2,428 or 9 percent³.

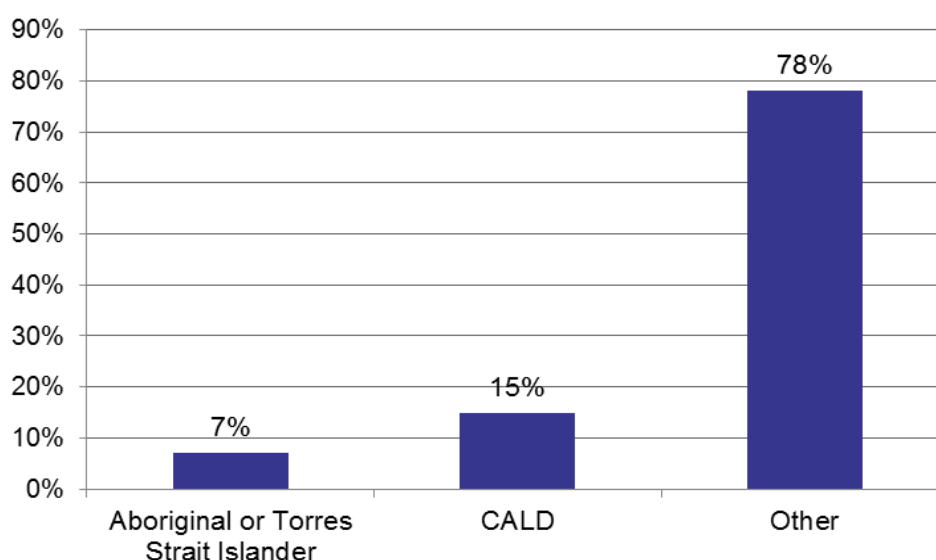
The overall proportion of Aboriginal and Torres Strait Islander employees in the NSW community housing workforce sample was in line with the proportion of Aboriginal and Torres Strait Islander employees in the NSW public sector workforce, which also stood at 3 percent in 2015 (NSW Public Service Commission, 2015).

The Federation has established an Aboriginal Reference group which aims to provide advice and guidance to ensure the Federation's strategic and operational management policies and processes are culturally appropriate and inclusive.

Employees from culturally and linguistically diverse (CALD) backgrounds made up 15 percent of the participating community housing providers' workforce, with a total of 188 employees from these backgrounds.

Some community housing providers in the sample had much higher proportions of CALD employees: for example two community housing providers said that they had 65 percent and 62 percent CALD staff respectively.

Figure 8. House Keys Workforce – Diversity



³ Productivity Commission (2016). Report on Government Services 2014/2015 p.32. Available at: <http://www.pc.gov.au/research/ongoing/report-on-government-services/2016/housing-and-homelessness/housing>

Section 2. Operational staff

House Keys: Workforce provides data on the community housing workforce in three segments: operational staff, senior management staff and chief executive officers.

In House Keys “operational staff” are defined as frontline employees, team leaders and middle management staff employed across all aspects of community housing providers’ business. Operational staff roles were further divided in the following job categories:

- Housing services
- Specialist housing services
- Assets and maintenance
- Construction and development
- Administration
- Finance
- Human resources
- Communications and marketing
- Compliance and monitoring.

A detailed list of operational roles in community housing was developed for House Keys: Workforce – please see Appendix B.

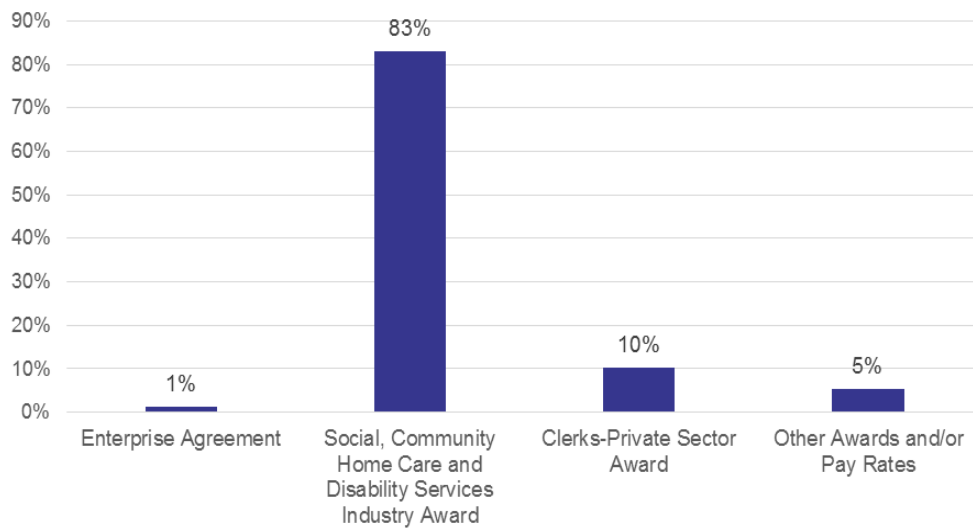
Employment conditions of operational staff

In the Australian workplace relations system, awards are used to cover whole occupations or industries and provide minimum pay rates and employment conditions, with wages and conditions set centrally by Fair Work Australia, the national industrial umpire. Enterprise agreements can be tailored to meet the needs of particular businesses and are made between employers and employees.

The most commonly used award in the community housing industry is the Social, Community Home Care and Disability Services Industry Award (SCHC&DSIA). This award is widely used in many community services organisations such as disability services, child and family support, and crisis accommodation services.

The vast majority of operational staff, (927 employees, 83 percent) in the House Keys sample were employed under the SCHC&DSIA. Only a very small proportion of workers were employed under an enterprise agreement, (14 employees, 1 percent); and 115 employees (10 percent) were under the Clerks-Private Sector Award.

Figure 9. Operational staff – employment conditions breakdown



In addition to these award based employment conditions, community housing providers offered additional benefits to operational staff. The most common employment benefits were flexible working practices (100%) and access to long service leave after 5 years of employment (34%).

19 community housing providers indicated that they offer a salary above award pay rates to operational staff. The percentage of salary that was 'above award' varied significantly between participating community housing providers, from 4 percent up to 34 percent above award payment, with an average of 13 percent across all House Keys community housing providers.

Salary increases

93 percent of participating community housing providers indicated that they increased salaries above the CPI compared to 2014. One provider indicated that salaries stayed the same. In Queensland, three out of four participating community housing providers indicated that they increased salaries. The average salary increase among NSW community housing providers was 2.7 percent.

Operational staff roles

House Keys: Workforce provides subscribers with additional insights into salaries for a wide range of community housing positions. This report provides a brief overview of two common community housing roles: housing officer and asset officer⁴.

In community housing, a housing officer is typically responsible for day to day tenancy management, rent collection, arrears management, client liaison and support to sustain tenancies. The average base salary for this role among House Key community housing providers was \$57,022 in 2014/15. Fringe benefit tax (FBT) benefits offered by all participating community housing providers increased the value of take home pay through salary packaging options. In community housing, an asset officer is typically responsible for monitoring and assessing property condition, managing maintenance requests and maintenance contractors. In 2014/15, the average industry salary for this role was \$56,381. This figure does not include superannuation and salary packaging.

⁴ Depending on community housing organisation, these roles are sometimes referred to as follows: housing manager, client service officer, housing manager, tenancy manager. For the asset role, asset officer, asset and maintenance officer, property officer or technical officer were the most commonly used job titles.

Section 3: Senior staff

House Keys: Workforce defined senior staff as employees who directly report to the CEO or an Executive Director.

The gender balance among senior managers was 79 females (58 percent) and 57 males (42 percent)

Whilst a number of staff were covered by an award at the senior manager level (58 senior managers or 43 percent were covered by the SCHC&DSIA), the majority of staff (76 or 56 percent) were employed under individual contracts.

The table below describes the additional conditions offered to senior staff:

Table 2. Additional conditions

Additional employment condition	Number of community housing providers offering the condition
Superannuation over the standard 9.5%	20
Paid parental leave above Award	20
Rostered day off	22
Access to long service leave after 5 years of employment	21
Additional annual leave above award	20
Flexible working practices	25

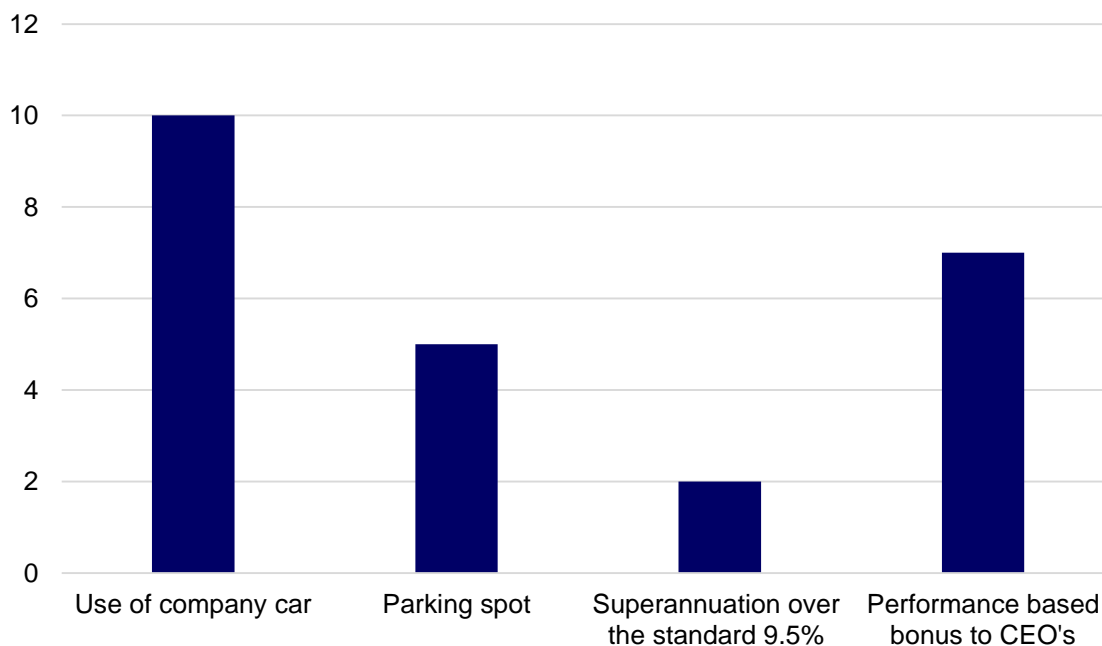
23 community housing providers offered performance based incentives to senior managers with 64 senior managers (or 47 percent) eligible for a performance based bonus in 2014/2015.

Section 4. Chief Executive Officers

House Keys Workforce contains data about the employment conditions of 27 staff employed as chief executive officers. CEOs were predominantly employed on individual contracts (19 CEOs or 66 percent). 9 CEOs (or 31 percent) were employed on the SCHC&DSIA and 1 on an enterprise agreement.

Refer to Figure 10 for other salary packaging options included in the executive remuneration package.

Figure 10. Salary packaging options included in executive remuneration package

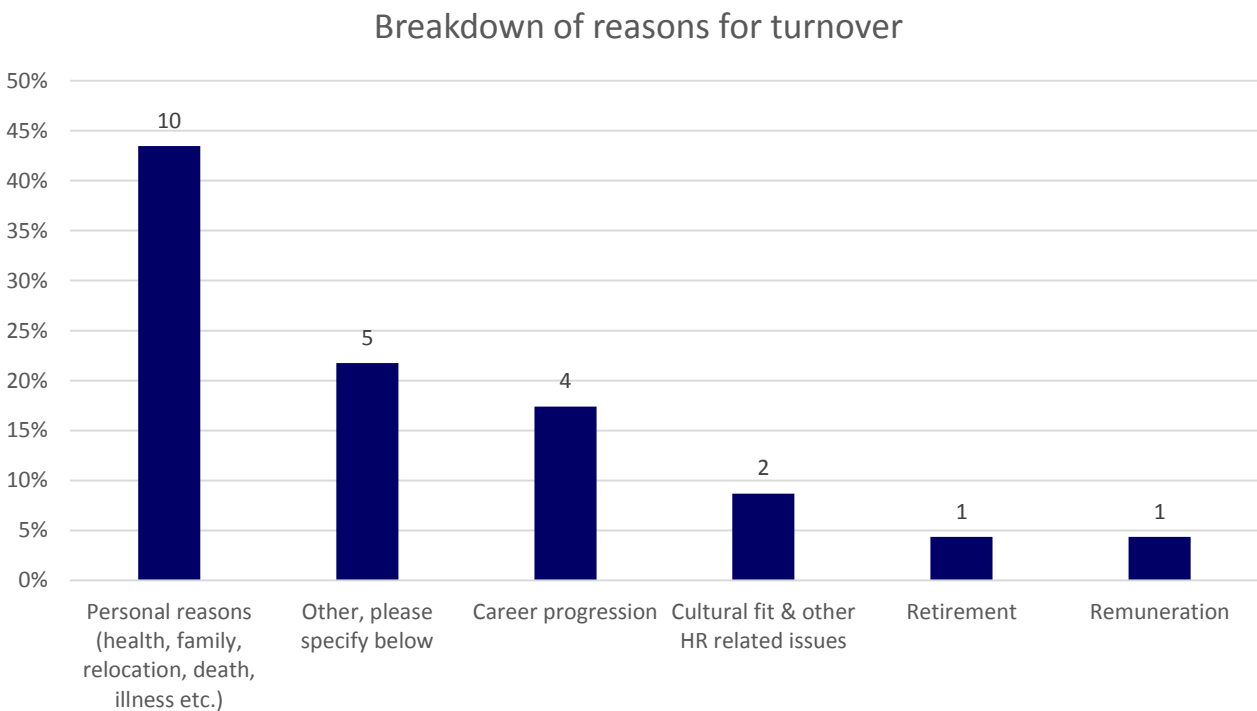


Section 5: Staff turnover

House Keys: Workforce results showed there were 228 permanent staff members that left their employer during 2014/2015, with a staff turnover rate of 18 percent.

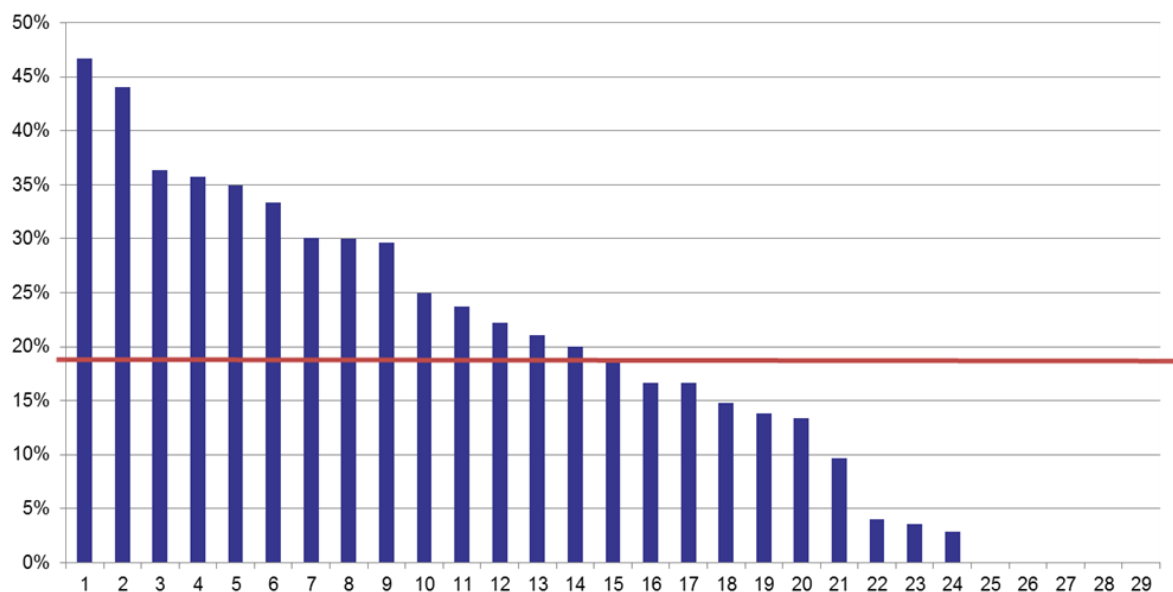
The most common reason given by employees for leaving was the category 'personal reasons' such as health issues, family, relocation, death or illness in family. This category was indicated by 10 employers (42 percent). The second most common reason for leaving the organisation was 'career progression' identified by four community housing providers (17 percent), followed by 'cultural fit and other HR related issues' identified by 2 community housing providers (or 8 percent). Staff leaving due to retirement and due to remuneration was given as a reason by one organisation for each of these categories.

Figure 11. Reasons for turnover



Staff turnover at participating community housing providers ranged from zero to 47 percent. One fifth of participating community housing providers reported there had been no turnover in staff.

Figure 12. Staff turnover by organisation



270 new permanent employees joined the community housing industry in 2014-15 (21 percent of the total workforce). None of the participating community housing providers employed staff members on a short term contract or temporary basis during this time.

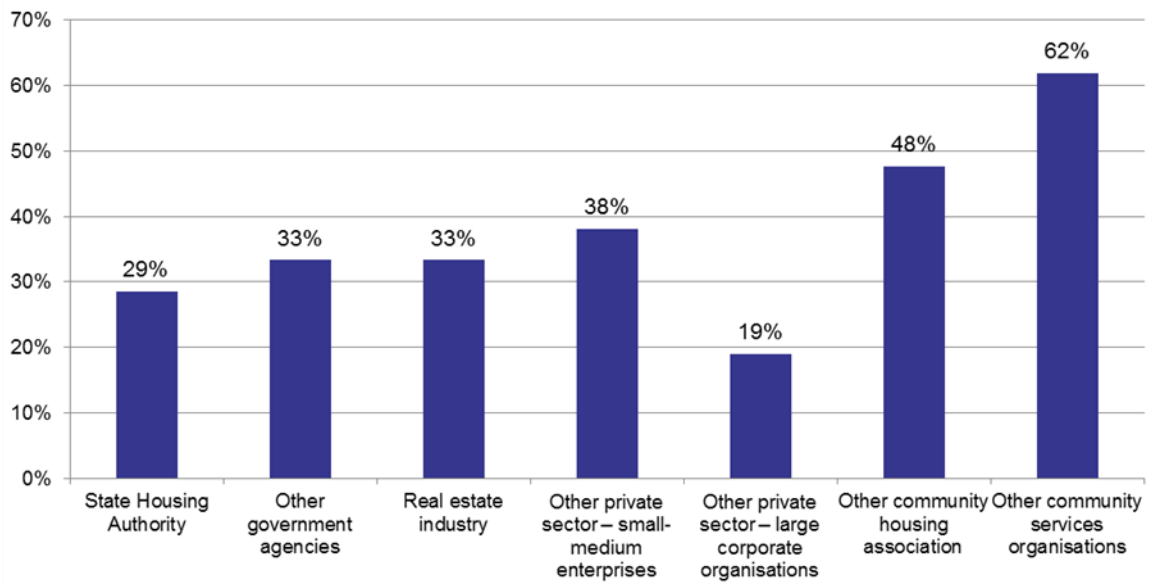
62 percent of new employees were recruited from other community services organisations, and 48 percent of new recruits came from other community housing providers. 33 percent came from the real estate industry and 29 percent from a state housing authority.

There were two main sources of new employees at senior and executive levels. 33 percent of new senior employees came from large private sector organisations and a further 33 percent came from another community services organisation.

These findings are similar to the overall trends in community services. The NSW State of the Community Services Sector 2015 report⁵ found that one in three (33 percent) large community services organisations with an annual turnover more than \$5 million recruited their senior managers from another community organisation.

⁵ Cortis, N., & Blaxland, M. (2015). The State of the Community Service Sector in New South Wales 2015 (SPRC Report 07/2015). Sydney: Social Policy Research Centre, UNSW Australia.

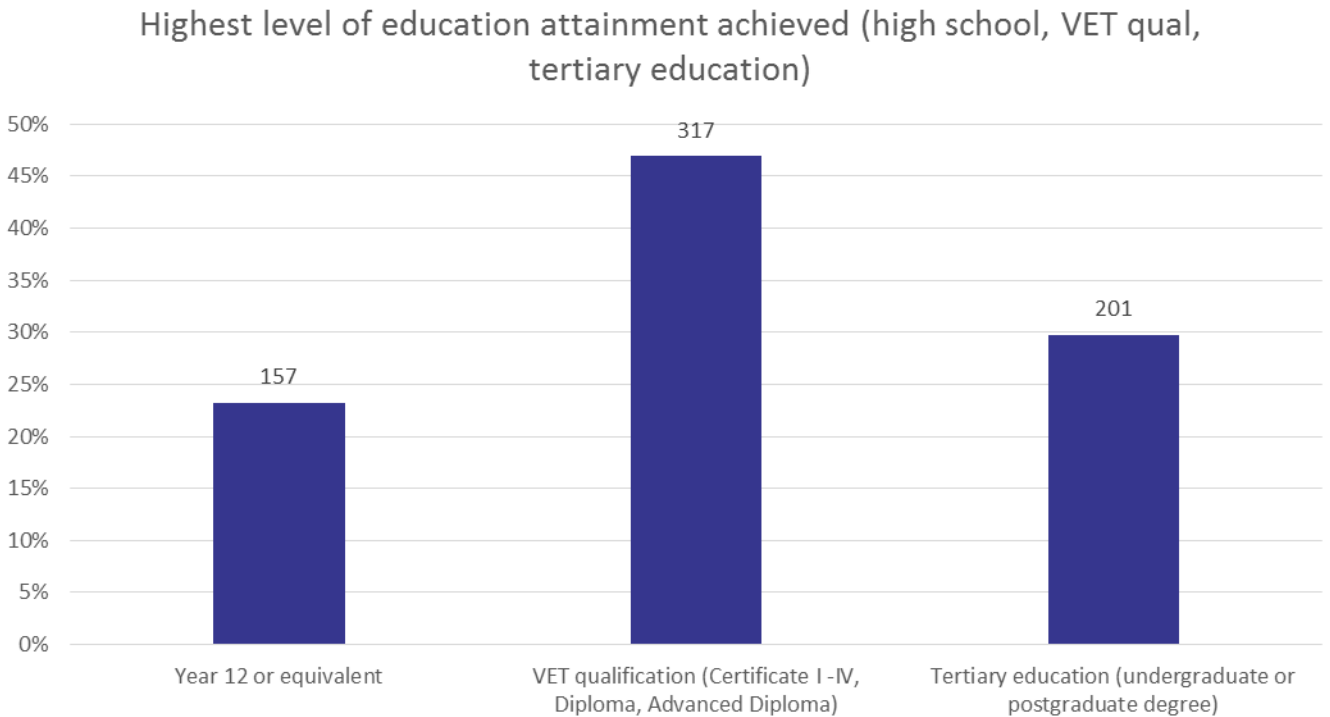
Figure 13. New recruits to community housing by the industry of previous employment



Section 6: Workforce Qualifications

In order to understand the training and development needs of the sector and to establish baseline data on the educational attainment of community housing employees, House Keys: Workforce asked questions about the highest level of educational attainment, current participation in vocational education and budgets for staff development activities.

Figure 14. House Keys workforce – highest level of education attainment



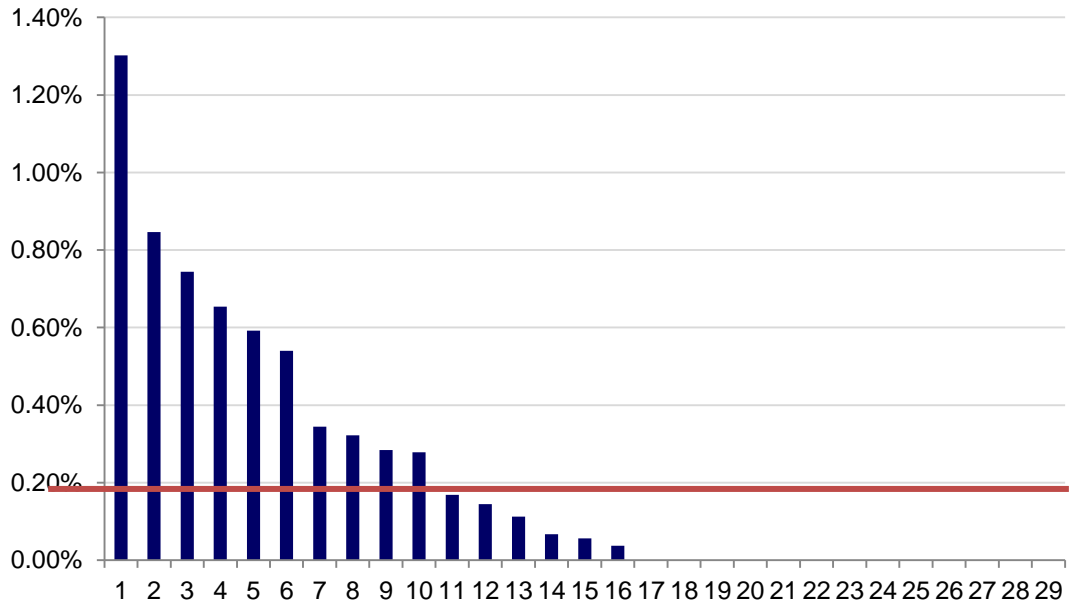
12 percent (or 156 staff) were currently engaged in vocational education or training (for example the Certificate or Diploma qualifications).

During 2014/2015, House Keys participants spent a total of \$794,439⁶ on staff development and learning. The average amount spent per employee was \$1,214.

House Keys: Workforce found that participating community housing providers spent an average of 0.19 percent of their annual turnover on staff development activities. For NSW based community housing providers, the figure was slightly higher – 0.26 percent of their annual turnover.

⁶ This amount was spent by 18 community housing providers.

Figure 15. Spending on staff development as percentage of annual turnover



Section 7: Community housing providers' boards and board remuneration

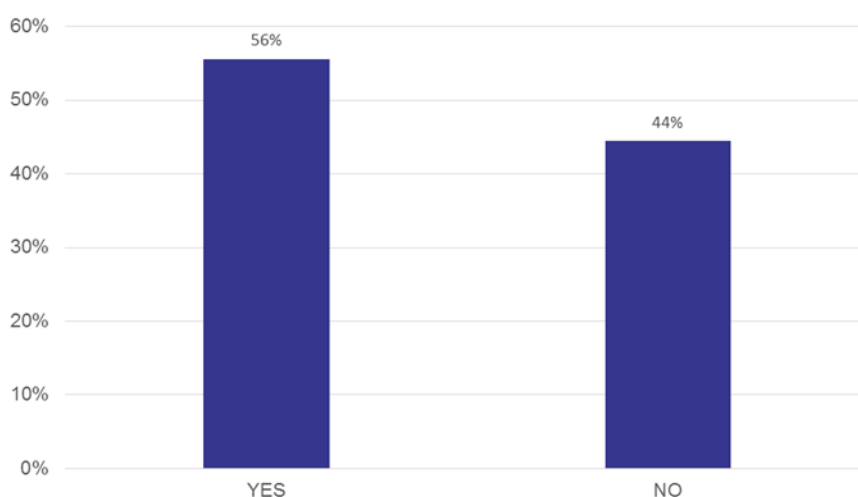
The average board size amongst House Keys participants in 2015 was 7.

Overall, there were more men on community housing boards than women with 115 male (57 percent) compared to 88 female (43 percent). However, there is a marked difference amongst Queensland community housing providers where the balance was 84 percent female to 16 percent male.

House Keys: Workforce showed that the majority of organisations that responded to this question remunerate Board members (15 community housing providers or 56 percent)⁷. A further 18 percent (3 community housing providers) said that they were considering remunerating directors in the next 12 months.

This finding corresponds with the overall trends in not-for-profit governance, such as increasing professionalisation of community organisations and the need to attract and retain skills based boards⁸.

Figure 16: Percentage paying board members in community housing that receive remuneration

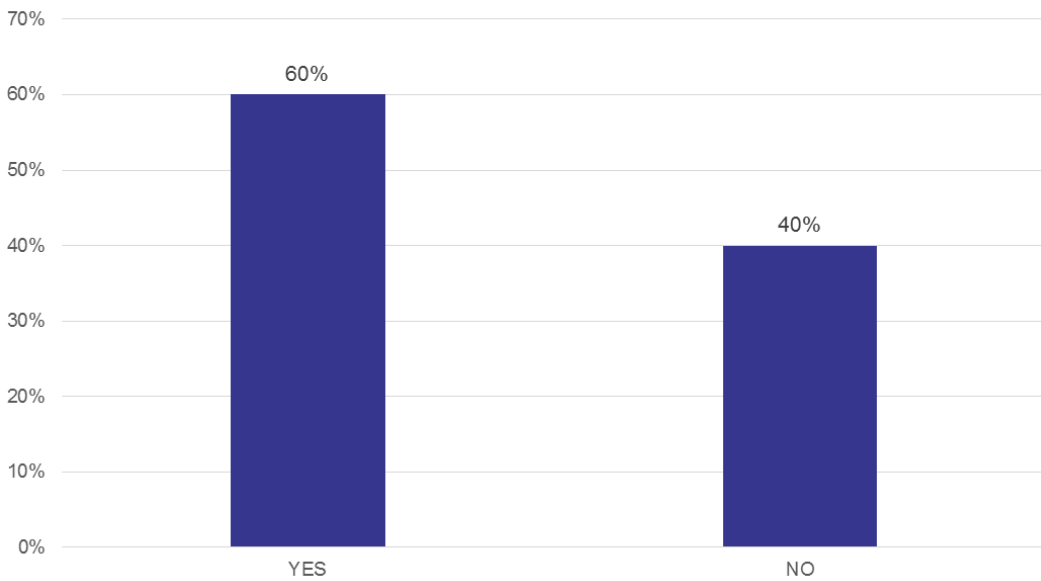


Of the 15 community housing providers that remunerated their board members, 60% increased remuneration in 2014/15.

⁷ In House Keys, board remuneration is payment to board members given in addition to the reimbursement of expenses

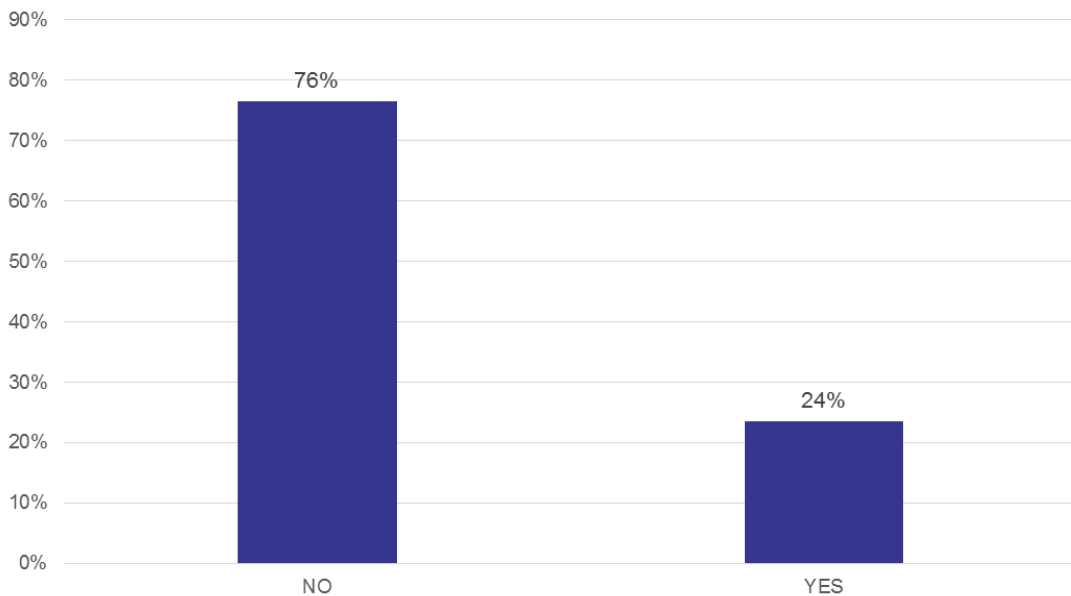
⁸ Australian Institute of Company Directors (2014). Australian Board Remuneration Survey Report, McGuirk Management Consultants

Figure 17: Percentage of community housing providers that increased remuneration to board members in 2014/15



In terms of board composition, House Keys: Workforce found that less than a quarter of boards (24 percent) had members of their executive team sitting on the board. There was a similar proportion of tenants sitting on boards with 24 percent of participating community housing providers indicating that they had at least one tenant on the board.

Figure 18: Executive team members sitting on board



Appendix A: House Keys Workforce Participants 2015



Appendix B: Community Housing Roles

Operational Staff

Job family name	Examples of typical roles
Housing Services	
Housing Services- Frontline level	Housing Managers, Housing Officers, Client Service Officers, Associate Housing Officers; Allocation Officers or Housing Officer- Specialist/Case Manager, Housing Assistant; Service Access Officers, Pathways officers; Rent Review Officer; Rent Arrears Officers Staff at this level usually reports to Staff at level 2 Housing Services - Senior or Managerial level with Staff responsibilities
Senior or Managerial level with Staff responsibilities	Senior Housing Managers; Housing Managers with Staff responsibilities, Team Leaders, Manager Assets and Demand Staff at this level usually reports to Staff at level 3 Housing Services - Managers of geographical areas or specific area of housing services
Managers of geographical areas or specific area of housing services	Branch Managers; Area Managers; with responsibilities for Staff and delivery of housing services Staff at this level usually reports to Executive Manager housing services or General Manager Housing Services
Specialist Housing Services	
Frontline level	Community Development Officers; Sustainable Communities Officer/Coordinator without Staff or budget responsibilities; Tenancy Participation Officers; Community Regeneration; Supported Housing Officers and Coordinators; Specialist Case Managers Staff at this level usually reports to Staff at level 2 Specialist Housing Services Senior/Managerial
Senior/Managerial	Community Development Officers; Sustainable Communities Officer/Coordinator without Staff or budget responsibilities Tenancy Participation Officers; Community Regeneration; Supported Housing Officers and Coordinators; Specialist Case Managers Staff at this level usually reports to Staff at level 3 Managers of specific area of specialist housing services
Managers of specific area of specialist housing services	Manager - Community Regeneration, Manager - Communities and Place, Neighbourhood Services Manager Staff at this level usually report to Executive Manager housing services or General Manager Housing Services

Assets and Maintenance	
Operational level	Repairs and Maintenance Officers, Asset Officers/Managers ; Handyman; Technical Officer Staff at level 1 usually reports to Staff at level 2 Asset and Maintenance-Senior Level
Senior level	Asset Team Leaders; Asset Manager Staff at level 2 usually reports to Staff at level 3 Managers with responsibility for assets/maintenance of a geographical area
Managers with responsibility for assets/maintenance of a geographical area	Manager, Assets and Maintenance Staff at level usually reports to Executive Manager Assets and Maintenance or GM Assets and Maintenance or other executive position
Construction and Development	
Frontline level	Property and Development Staff, Planners Staff at level 2 usually reports to Staff at level 3 Construction and Development Senior level
Senior level	Manager Property and Development Staff at this level usually report to GM Assets and Development or GM/Executive Manager Operations or similar Executive position
Administration	
Frontline level	Receptionist, Admin Officer, Administration Support Officer Staff at this level may report to Staff at level 2 Administration - senior/managerial
Senior/managerial	Office Administrator, Executive Support Officer or PA
Finance	
Operational level	Finance Officer, Bookkeepers, Accounts Payable/Receivable, Finance Clerk Staff at this level may report to Staff at level 2 Finance Senior Level role
Senior level	Senior finance manager
Managerial level	
Human Resources	
Frontline level	Human Resources Officer Staff at this level may report to Staff at level 2 Human Resources managerial level
Managerial level	Human Resources Manager Staff at this level may report to Executive Manager Operations or General Manager Corporate Services or a similar Executive position
Communications and marketing	
Frontline level	Communications and Marketing Officer, Communications Coordinator Staff at this level may report to Staff at level 2 Communications and Marketing managerial level
Senior level	Marketing and Communications Manager

	Staff at this level may report to Executive Manager Operations or General Manager Corporate Services or a similar Executive position
Compliance and Monitoring	
Frontline level	Compliance and risk officer, Compliance officer Staff at this level may report to Staff at level 2 Compliance and monitoring senior level
Senior level	Compliance Manager Staff at this level may report to Executive Manager Operations or General Manager Corporate Services or a similar Executive position

Senior Staff (direct report to CEO)

Job family name	Examples of typical roles
Housing Services	General Manager (GM) or Executive Manager (EM) or Manager -Housing Services; Manager Community Services; Executive Manager Community Sustainability
Operations	General Manager (GM) or Executive Manager (EM) - Corporate Services; GM/EM/Manager Operations, Chief Operations Officer, Executive Manager Operations (in geographical area)
Assets and Development	General Manager (GM) or Executive Manager (EM) Assets
Property development	General Manager/Executive Manager/Director Development & Construction Operations
Finance	General Manager/Executive Manager Finance; Chief Finance Officer
Human Resources/People and Culture	General Manager or Executive Manager in Human Resources, or Executive Manager People and Culture, or HR Manager, or People and Culture Manager
Shared Services/Business Support	GM or Executive manager admin, IT, marketing, communications, finance, risk & compliance
Business Development	Executive Manager/General Manager Business Development; Business Development Manager; Business Planning Project Manager