



Campbelltown City Council Workforce Management Plan 2015 - 2019





Disclaimer

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Current environment

Campbelltown City Council has a number of future challenges. Our fundamental responsibility as a Local Government authority is to continue to meet the needs of our community as identified in the Community Strategic Plan, and deliver a diverse range of infrastructure, services, functions, programs and activities.

If we are to accomplish this, we must plan accordingly. The Division of Local Government's Integrated Planning and Reporting Framework requirements provide us with an opportunity to introduce a proactive approach to monitoring and developing our workforce to meet the community's and Council's current and future needs. This Workforce Management Plan is instrumental in ensuring that the major drivers of Council's success - its people - are integrated into the total planning picture.

Critical to the workforce planning process, which is essentially a continuous process of shaping the workforce, is consideration of the following factors:

- addressing the challenges posed by external and internal factors in order to ensure we have the capabilities to successfully deliver Council's Community Strategic Plan. These factors are addressed in detail in the Workforce Management Plan.
- meeting our statutory obligations regarding Equal Employment Opportunity management planning and diversity in a manner that benefits all concerned.
- aligning the Workforce Management Plan with Council's Vision, Mission and Values and supporting a culture of excellence. This means that the programs of works and activities of the Workforce Management Plan, all work towards supporting the objectives of the Community Strategic Plan.



Current environment

Our community

To compare the basic overall demographics and age profile of the local community with the workforce of Council, the following tables have been included. The statistics below are drawn from the Australian Bureau of Statistics, 2011 Census of Population and Housing.

Community profile	% of community
Gender female	51.1
Gender male	48.9
Aboriginal and Torres Strait Islander	3.2
Culturally and Linguistically Diverse	20.5
People who need assistance #	5.3
Age 0 – 4	7.5
Age 5 – 11	10.0
Age 12 – 17	9.2
Age 18 – 24	10.7
Age 25 – 34	14.2
Age 35 – 49	20
Age 50 – 59	13.5
Age 60 – 69	9.1
Age 70 – 84	4.9
Age 85 and over	0.9

Defined as people who need assistance in their day to day lives with any or all of the following activities – self-care, body movements or communication – because of a disability, long-term health condition, or old age

Our workforce

The following statistics are drawn from current (31 Mar 2015) data (Council's comprehensive human resources integrated solution²¹, the 2014 Local Government Staff Census (*) and the 2009 Employee Opinion Survey (**)):

Workforce profile	% of council
Gender female	57.1
Gender male	42.9
Aboriginal and Torres Strait Islander	1.9% *
Culturally and Linguistically Diverse	10 **
People with a disability	7 **
Age 0 – 4	N/A
Age 5 – 11	N/A
Age 12 – 17	0
Age 18 – 24	6.2
Age 25 – 34	18
Age 35 – 49	36
Age 50 – 59	26.5
Age 60 – 69	13.3
Age 70 – 84	N/A
Age 85 and over	N/A

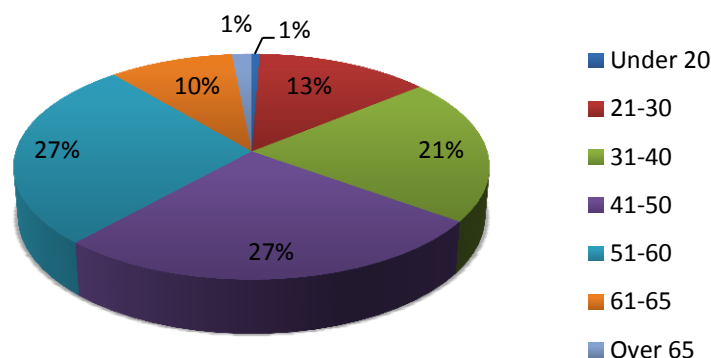
Comment: Council needs to further develop its data collection and reporting capabilities in order to have one source of data and to eliminate inconsistencies. There is also a need to establish and maintain reliable Equal Employment Opportunity (EEO) statistics, which is difficult given the voluntary nature of providing personal information. Council intends to address this through its Human Resources (HR) Metrics Strategy.

Links to:

Program of works A Activity 2 – Develop effective HR Metrics

Key demographic breakdowns

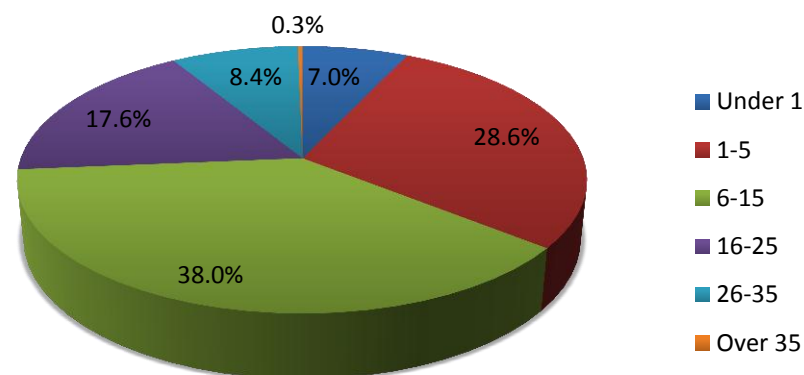
Age profile of the organisation



Comment: Council has a significant demographic aged more than 51 years (38%). The implications of this relate to loss of corporate knowledge, increased health issues and attraction and retention issues in a shrinking labour market. Over the next 10 years, these issues will compound due to the high percentage of employees currently aged 41 to 50. Council intends to address this through its Workforce Planning Tool, Emerging Leaders Program, Flexible Work Arrangements Strategy and Knowledge Retention Strategy.

Links to: Program of works A Activity 1
Program of works C Activity 2
Program of works D Activity 1
Program of works D Activity 2

Length of service (years)

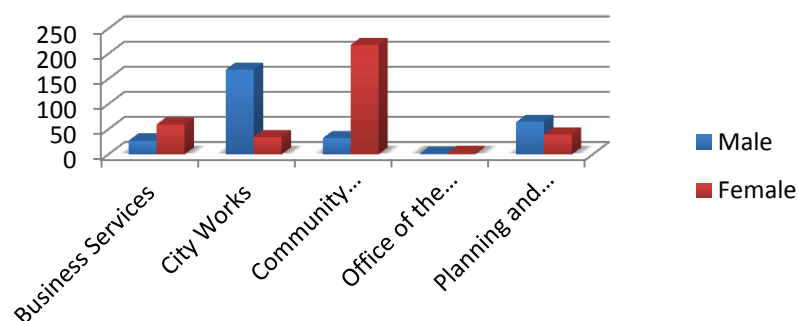


Comment: Council has a high retention capacity given that more than 64% of employees have greater than six years of service. However, 26% of employees have more than 16 years of service, which provides the potential for a substantial loss of corporate knowledge. Council intends to address this through its Workforce Planning Tool, Flexible Work Arrangements Strategy and Knowledge Retention Strategy.

Links to: Program of works A Activity 1
Program of works D Activity 1
Program of works D Activity 2

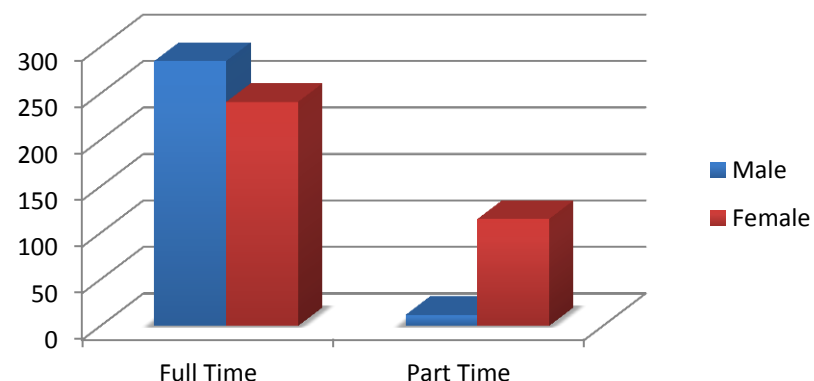
Key demographic breakdowns

Gender distribution by business unit



Comment: Council has a large percentage of females in the Community Services division, and a large percentage of males in the City Works division. These industries are female and male dominated respectively. Given this, and Council's merit-based recruitment processes and the level of employee satisfaction with EEO, Council is satisfied that this demographic is not an indication of EEO barriers.

Gender by employment type

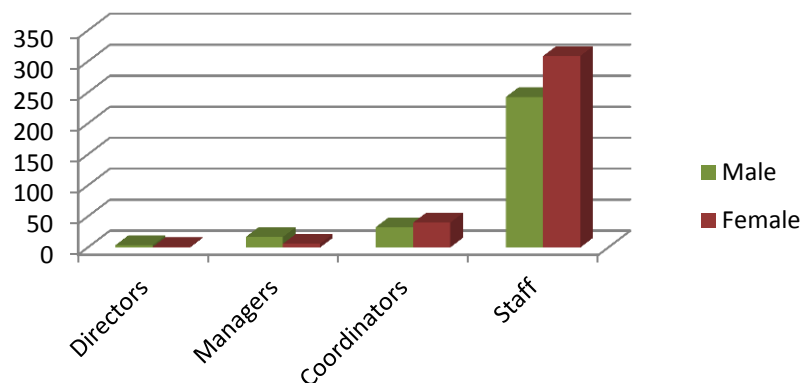


Comment: The number of females accessing part-time employment compared to the number of males is significantly higher. Of concern is the possible perception that reverting to part-time work as an option to balance work and family commitments is for females only. Council's Flexible Work Arrangements Strategy will aim to address this imbalance.

Links to: Program of works D Activity 1

Key demographic breakdowns

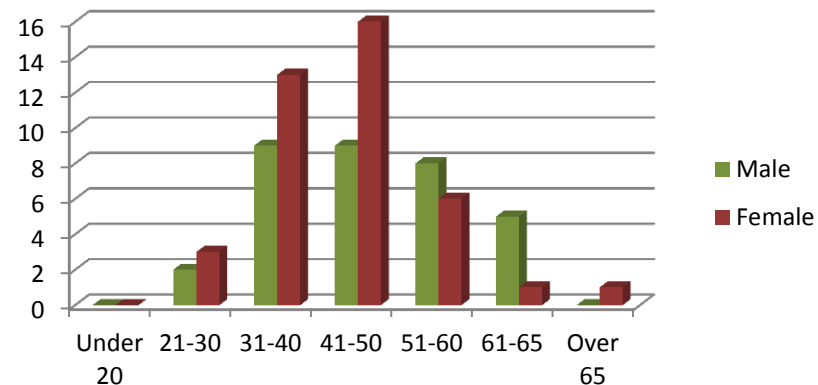
Gender by position



Comment: Council is proud to have a number of females in leadership roles, and the Recruitment/Promotion Strategy, Emerging Leaders and the Learning and Development Plan will ensure this continues.

Links to: Program of works B Activity 1
 Program of works C Activity 2
 Program of works C Activity 3

Age range of coordinators by gender

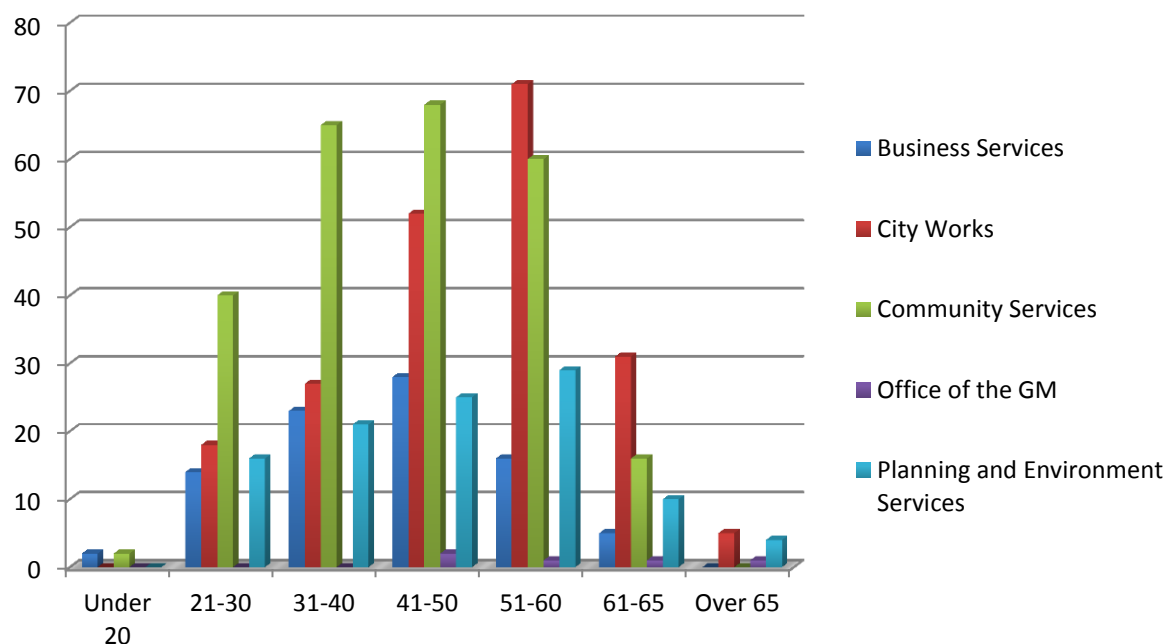


Comment: 63% of coordinators are in the age demographic of 41 to 60. There is a need for Council to develop and implement some form of leadership development and coaching as a business succession planning tool. Council's Leadership Excellence Program will aim to address this.

Links to: Program of works C Activity 2

Key demographic breakdowns

Age range of employees by Division



Comment: There is a large proportion of workers aged 51 and over in City Works and Community Services. In addition to the potential for significant loss of corporate knowledge, there is a potential for increased injury rates, given that there is a high proportion of labour intensive job roles in these Divisions, and subsequent potential impact on service delivery. Council's Workforce Planning Tool, Flexible Work Arrangements Strategy and Knowledge Retention Strategy will address this.

Links to:
Program of works A Activity 1
Program of works D Activity 1
Program of works D Activity 2

Employee Opinion Survey

In 2009, Council engaged a professional consultant to conduct an Employee Opinion Survey with 78% of staff responding. The survey highlighted various strengths and opportunities for improvement, which helps to inform our Workforce Management Plan.

With regards to the culture of Campbelltown, the highest staff satisfaction score related to the category “Job Satisfaction and Commitment”. Employees at Council are committed to doing a good job, believe that Council is a good place to work and planned to be working at Council for at least the next two years, with a high percentage planning to be working at Council for the next five years.

Employee comments in response to this category were extremely positive – employees like the people they work with, the flexibility provided, the opportunity to gain new skills and education, and the work they do.

This is excellent news for Council, but no reason for complacency. What it does demonstrate is an overall positive work culture where, from a workforce planning perspective, the response from employees indicates that staff retention is not likely to be an area of concern for Council in the short to medium term.

In addition, the Employee Opinion Survey highlighted the following strengths and opportunities for improvement which need to be considered as part of Council's Workforce Management Plan.

Strengths

Organisational values

The staff satisfaction score for this category represented a very good result for Council. It is fair to say that employees understand what is expected of them in relation to the organisational values, and generally believe that the actions of the senior management group reflect Council's vision and values.

Note: Overall, Council achieved strong results from the survey; some sections showed where there may be opportunities for improvement. In particular, there were a percentage of employees who do not believe that employees are treated fairly and consistently.

Comment: There is a potential gap in leadership knowledge/skill. Council intends to address this through its Managers' Leadership Model, Emerging Leaders Strategy and Learning and Development Plan.

Links to: Program of works C Activity 1
 Program of works C Activity 2
 Program of works C Activity 3

Our culture

Equal Employment Opportunity (EEO)

The results of the survey suggest that employees believe EEO is practiced and upheld at Council. A high majority of employees believe that both the Executive (75%) and their supervisor (82%) genuinely support EEO. People are treated fairly at Council regardless of race or religion (83% positive) or gender (76% positive).

Comment: This survey result confirms Council's commitment to EEO. At this stage, EEO is not considered to be a target area of the Workforce Management Plan, although it will be incorporated into all strategies, and in particular the Recruitment/Promotion Strategy, Emerging Leaders Strategy and Learning and Development Plan.

Links to: Program of works B Activity 1
 Program of works C Activity 2
 Program of works C Activity 3

Opportunities for improvement

Learning and career development opportunities

The results indicated this area as a relative weakness for Council. In general, the results suggest that questions regarding learning initiatives are more positive than questions regarding career opportunities. Respondents indicated that they are aware of the learning and development programs and opportunities provided by Council (82% positive), they receive the training they need to do their job well (76% positive), and they are in a job that makes good use of their skills (82% positive).

Although employees believe they are developing skills that will help them with their career (73% positive) and are keen to be promoted in the next two to five years (62% positive), only 33% believe they have a good chance of being promoted within Council.

Comment: While Council provides a number of learning and career development opportunities, employees do not see this translating to career development opportunities. Council intends to address this issue as part of the development and implementation of our Recruitment/Promotion and Emerging Leaders Strategies.

Links to: Program of works B Activity 1
 Program of works C Activity 2

Pay, benefits and conditions category

The overall staff satisfaction score for this category ranked it eighth out of the 10 categories surveyed, making it a relative weakness for Council. Of note though, the overall results for this category are significantly more positive than the average results from other NSW councils surveyed by the consultant.

This category produced somewhat mixed results, with two questions ranked in the top 25 and two ranked in the bottom 10. Respondents particularly favour Council's flexible work practices (72% positive) and the employee benefits and conditions offered by Council (77% positive). Although less than 50% of employees responding to the survey feel they are paid fairly compared to others (both within Council and at other councils), 55% do believe that they are rewarded fairly for their work at Council.

Comment: This survey outcome provides further confirmation that employees are happy with the flexible work practices available, as well as employee benefits and conditions. There is, however, an opportunity for Council to examine its approach to recognising employees in order to better attract and retain staff in the future.

Links to: Program of works D Activity 3

Our culture

The three categories below are relevant to the Workforce Management Plan in that they highlight a potential gap in leadership skill.

Managing performance

The overall staff satisfaction score for this category ranked this section last out of all the categories, with the management of poor performance standing out as offering the most opportunity for improvement. Other areas that offer opportunity for improvement in this category relate to Council (as opposed to supervisors) recognising good performance (42% positive), the consistency of advice and instruction from different supervisors and managers (51% positive) and the regularity of performance feedback (51% positive).

Communication

The overall staff satisfaction score indicated quite a positive result. The detailed results, however, suggest there are some areas that may warrant further investigation and others where Council could improve internal communication.

The least positive result in this category relates to the perceived openness and honesty of management on workplace issues, with a 23% negative response overall. There were a number of questions in this category which had a high proportion of neutral responses, which suggests further analysis may be warranted. Those with the highest level of neutral responses relate to management being interested in the opinions and ideas of others (28% neutral) and staff meetings providing valuable information (26% neutral).

Decision making

Two of the five questions in this category achieved a staff satisfaction score ranked in the bottom 10 results, which contributed to a lower overall satisfaction score. These questions both relate to staff involvement in decision making; 42% of respondents believe that staff are given opportunities to be involved in decision making, and 50% believe management does a good job of explaining the reasons behind decisions. While not a poor result, they do represent a relative weakness for Council because the proportion of positive ratings is significantly below the average level of positive ratings from the whole survey (average of 67%).

Comment: These categories highlight the need to further develop the current and future leaders of Council. Council intends to address this through its Recruitment/Promotion Strategy, Emerging Leaders Strategy, Managers' Leadership Model and Learning and Development Plan. It should be noted that the gap in communication was addressed though a Focus Group, which prepared and distributed to managers a communication guide for adoption across Council which highlighted the various options for communication available to all staff.

Links to: Program of works B Activity 1
 Program of works C Activity 1
 Program of works C Activity 2
 Program of works C Activity 3

Equal Employment Opportunity (EEO)

Council acknowledges and respects its obligations under the *Local Government Act 1993* with regards to EEO, and has in place an EEO Management Plan and EEO Sub Committee responsible for the oversight and review of the EEO Management Plan. The Employee Opinion Survey highlights the positive culture Council has achieved with respect to EEO.

There are a number of objectives contained in the EEO Management Plan which are relevant to workforce planning considerations. These objectives include:

- implementing appropriate strategies to assist employees with their dual responsibilities to work and their family
- developing and reviewing conditions of employment to ensure they demonstrate fair practice and conform with EEO principles
- providing recruitment opportunities through traineeships, graduate recruitment and other means aimed at targeted groups
- educating employees in the job application process in order to build confidence in their ability to handle the process when internal vacancies occur
- providing a range of training and development opportunities
- providing a range of ongoing career support and flexible work options to balance work/family commitments
- providing a range of career support options for people with a disability
- providing a range of career support options for Culturally And Linguistically Diverse (CALD) and Aboriginal and Torres Strait Islander staff.

Council will continue to ensure integration between the Workforce Management Plan and the EEO Management Plan.

There are a number of external and internal factors that have the potential to impact on the supply and demand for specific skills and capabilities, and hence Council's ability to have the right person with the right skills in the right job at the right time.

Internal pressures

Asset management challenges

Campbelltown experienced a period of population growth through the 1970s, 80s and 90s. As the population has stabilised, infrastructure that was built during the periods of growth have aged and, while being maintained to ensure they continue to be safe to be used by the public, have had limited funding allocated to improve or make them leading edge. This has resulted in facilities that are beginning to show signs of age and may not be aesthetically pleasing or able to compete with the private sector. An injection of resources is required to make Council's facilities able to compete.

External challenges

Although each asset will be affected by demand drivers, a calculation for future demand on each asset is influenced by a common set of characteristics. These include:

- population growth
- demographics (changes in community age profile)
- legislative requirements
- changes in community expectations.

Environmental scan

Internal challenges

As with any business and particularly local government, the asset base will continue to require appropriate funding to ensure that service levels are maintained. In addition, Council's asset management processes and procedures will need to be continually refined and updated to ensure that they provide the necessary support to staff to manage the assets in line with best practice principles.

Functional and process reviews

Council, as a service provider, is keenly aware of the need to maintain customer satisfaction. To ensure Council continues to deliver the services that the community require, a program of reviews will be undertaken.

This is a critical pressure point for Council, as without these reviews to inform our service delivery and the provision of infrastructure/facilities, it is more difficult to ascertain our effectiveness in aligning what our community needs with what we deliver.

The organisational wide functional and process review will most certainly impact on workforce planning. It is anticipated that these reviews will also highlight emerging technological advances that will impact on Council in the short and long term.

Ageing workforce

Council's statistics show that our workforce reflects the current trend with regards to an ageing workforce, with 38% of Council's workforce aged more than 50 years. In managerial positions, there are six employees over the age of 55. This raises the issue of knowledge retention and ensuring there are succession plans in place to prevent the loss of corporate knowledge when these staff move on.

Also of concern is the high percentage of City Works staff who are aged more than 51 years (52%). In addition, 78% of the City Works workforce is aged more than 41 years. In a predominantly labour intensive field of work, the risk of injury in the older demographic is naturally higher, and may lead to increased insurance costs as well as impacting on Council's ability to maintain services.

Council's Community Services division also has a high percentage of older workers. 30% of employees are aged more than 51 years, but this will potentially double over the next 10 years. Unlike City Works, however, there are a larger percentage of employees who are aged less than 40 (43%), which gives greater scope for business succession planning and retention of corporate knowledge. *

*Figures correct as at March 2015. Source: Council's CHRIS 21 system.

Environmental scan

External pressure points

Ageing population

The ageing of Australia's population, already evident in the current age profile, is expected to continue. This is the result of sustained low levels of fertility combined with increasing life expectancy at birth. The median age of Australia's population (37.5 years at 30 December 2010) is projected to increase to 40.7 years in 2026.

The age composition of Australia's population is expected to change considerably as a result of population ageing. By 2056, there will be a greater proportion of people aged 65 years and over than at 30 December 2010, and a lower proportion of people aged under 15 years.

Campbelltown has one of the fastest growing ageing populations in NSW. As the post war “baby boomers” enter the 65 years plus demographic, the Campbelltown population will move away from a predominantly young community to one that has a significant aged segment.

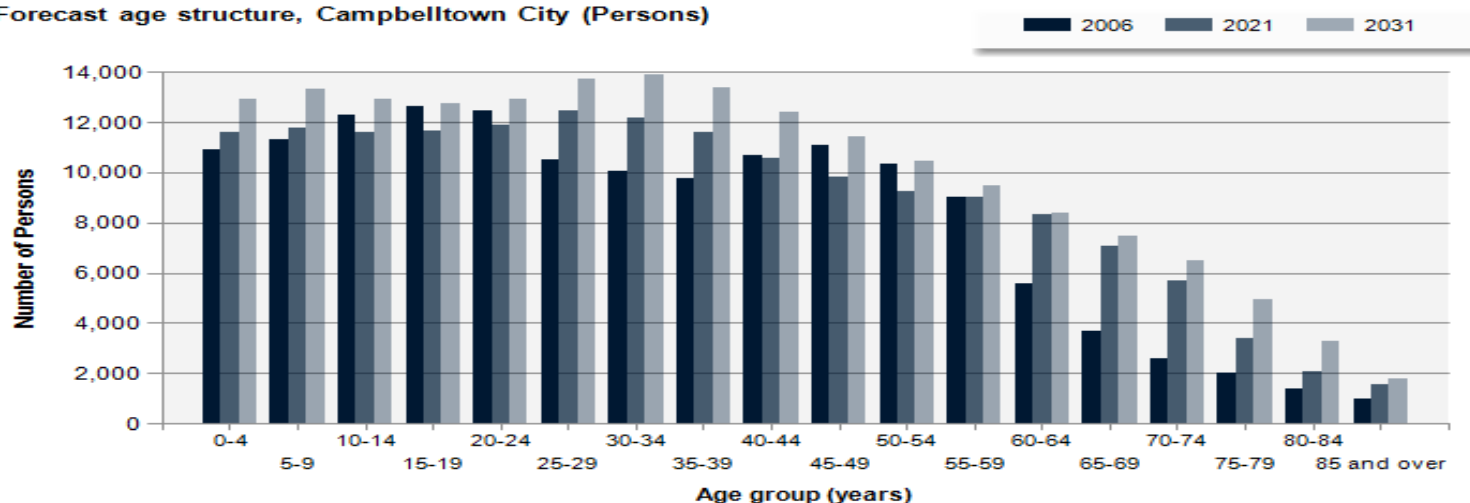
This shift will bring both challenges and opportunities for Council.

With regards to the challenges Council will face, the impact will be twofold:

- Council will have to compete harder to attract and retain employees as the workforce shrinks
- there will be an increased emphasis on the provision of facilities and services to older residents. For example, there will be an increase in mobility issues that will translate to an increased demand for continuous paths of travel and accessible transport. The baby boomers moving into retirement will have considerably higher expectations about what they want in retirement.

Council has developed an Ageing Strategy, which will help inform the Workforce Management Plan.

Forecast age structure, Campbelltown City (Persons)



Environmental scan

Shrinking workforce

While population will continue to grow, annual rates of population growth are projected to slow gradually, from 2.1% in 2008-2009 to 0.9% in 2049-2050. The projected average annual rate of population growth of 1.2% over the next 40 years is slightly lower than the average annual rate of 1.4% over the previous 40 years. Australia's population is projected to grow from around 22 million people currently to 35.9 million people in 2050.

Population ageing is projected to continue. The number of children is projected to increase by 45% and the number of prime working-age people is projected to increase by 44% between 2010 and 2050. This is expected to occur at the same time as the number of older people (65 to 84 years) more than doubles, and the number of very old (85 and over) more than quadruples.

While there is positive growth in the size of all age groups and growth in the size of the labour force, the working-age ratios are projected to fall at the same time as the aged dependency and child dependency ratios rise.

In 1970, there were 7.5 people of working age to support every person aged 65 and over. By 2010, this had fallen to an estimated five people of working age for every person aged 65 and over. By 2050, the number is projected to decline to 2.7 people of working age to support every person aged 65 and over.

Skills shortages

There is a number of job categories identified industry wide as being in short supply and this reflects the current situation at Campbelltown. The job categories identified on the Department of Education, Employment and Workplace Relations website that are relevant to Council include:

- planners
- engineers
- surveyors
- skilled trades
- community development professionals
- early childhood teachers.

Council will potentially lose six engineers and two planners from senior positions over the next 10 years to retirement alone. Historically, Council has also had significant issues in the recruitment of early childhood teachers and planners.

Other impacts include new legislation, in particular the Building Surveyors Accreditation process, childcare staffing ratios and planning legislation.

For a full list of skill shortage areas, please refer to the following link:

www.deewr.gov.au/Employment/LMI/SkillShortages/Documents/NSW_Dec2010.pdf

Gaps in our workforce

Broader gaps

Council is aware in general terms of the broader gaps in our workforce. These gaps include:

- ageing workforce - 25% of our employees are due to retire in the next 10 years. This will see an enormous amount of corporate knowledge leave the organisation unless strategies are implemented to capture and transfer that knowledge
- industry skills shortages - planners, engineers, environmental health officers, skilled trades, building surveyors, community development professionals and early childhood teachers
- leadership - Council believes that effective leadership will be one of the key points of difference between organisations, and the ability to attract and retain employees. The Employee Opinion Survey points to areas for improvement in this area, which Council intends to address.

Specific gaps

In addition to this, knowledge of other pressure points - our asset management challenges, need for functional and process reviews, as well as an ageing community - provides an indication that changes to the workforce will inevitably occur, although at this stage, we are unsure exactly what those changes will be.

Council has developed, and is currently trialling, a Workforce Planning Tool that will gather the information to identify specific gaps in our workforce and plan accordingly. It is Council's intention to roll this tool out across all sections of Council as part of the implementation of the Workforce Management Plan.

The Workforce Planning Tool addresses three components:

Part 1: Current workforce

Part 1 requires managers to review the existing workforce and assess/identify existing needs relating to staffing and skills. Where there are vacancies, questions are designed to assess the need to fill/retain the vacancy and is supported by asking questions relating to how the vacancy is affecting existing skill and service delivery needs, and identifying tools or strategies to assist in managing the vacancy.

With regard to skills, questions are designed to assess the skill level of the existing workforce, identify where potential gaps in skills are affecting service delivery and identify tools or strategies to assist in managing skill requirements.

Part 2: Workforce forecast – service delivery impacts

Part 2 requires managers to assess the major priorities affecting the section over the next four year period including:

- identifying how these priorities are meeting the requirements set by the Community Strategic Plan
- assessing the current workforce capability to meet these priorities in relation to both staff numbers and skills
- identifying tools/strategies that would assist the section in managing these priorities.

Gaps in our workforce

Part 3: Workforce forecast – workforce impacts

Part 3 requires managers to review the composition of the workforce and forecast any potential issues, including:

- the nature of potential vacancies
- identifying critical positions – what positions hold unique/specific skills that are critical to the current and future operation of Council
- identifying critical skills that Council needs for continued operation, and the subsequent effect the loss of these skills would have
- identifying tools/strategies that would assist in managing these impacts.

Strategies for preparing our future workforce

It is Council's intention to implement new strategies in support of the Workforce Management Plan, while continuing with existing successful strategies. The table below illustrates Council's strengths and opportunities for improvement via a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis:

Strengths	Weaknesses
<ul style="list-style-type: none"> • Positive work culture • Healthy staff turnover rate (7.6% as at 30 June 2012) • Commitment to high level customer service • Dedicated and enthusiastic employees • Current levels of provision of learning and development opportunities for employees • Large percentage of employees plan to be here in five years' time • Employees feel proud to tell people that they work for Council • Current level of flexibility in working arrangements • Organisational values well understood and practised • Commitment to EEO 	<ul style="list-style-type: none"> • Leadership skills in the following areas: <ul style="list-style-type: none"> ○ managing performance, particularly poor performance ○ elements of communication ○ elements of decision making • Employee recognition • Asset management challenges and lack of skills to address
Opportunities	Threats
<ul style="list-style-type: none"> • To capitalise on our investment in training employees through increased promotion • To further build on the flexible work arrangements we offer employees, creating a real point of difference to attract and retain employees • To develop and implement a recognition strategy to address concerns raised in the Employee Opinion Survey • To develop and implement leadership strategies to ensure our people are effectively managed • To realise our direction for the future 	<ul style="list-style-type: none"> • Ageing workforce in key roles • Loss of corporate knowledge • Gaps in leadership skill • Skills shortages • Budget constraints • Employees lack confidence in promotion opportunities and may therefore leave Council • Amalgamations / shared services

Strategies for preparing our future workforce

A high percentage of employees have articulated opportunity for promotion as an area for improvement. Leadership development is another critical area. While our employees expressed a general satisfaction with the level of flexibility they are offered, the workforce demographics point to the need for continuous improvement in the provision of flexible work arrangements, particularly with regard to phased retirement, and flexibility to care not only for children and grandchildren, but for parents as the community ages.

As the workforce continues to shrink and competition for employees increases, recruitment practices will need to be more streamlined and efficient to ensure success in obtaining the right candidate. Retaining valued employees is also essential, and more innovative solutions will be required to keep employees who could otherwise be enticed by industries offering higher remuneration. Continuing to provide learning and development opportunities, recognising employee performance, developing up and coming leaders and effective leadership are all important in the retention of employees.

Council has already begun to develop programs in some of the areas identified above including:

Flexible Working Arrangements Strategy

A Focus Group is currently undertaking the development and recommendation of a range of flexible work Authorised Statements.

Recognition Program

Some sections of Council have already entrenched into their culture recognition programs.

Emerging Leaders

Council has developed an Emerging Leaders Program with the aim of providing mentoring and a formal qualification to the future leaders of Council. The pilot program commenced in 2012.

Learning and Development Plan

Council has a comprehensive Learning and Development Plan and over the last five years, has up-skilled and provided a large number of employees with nationally accredited qualifications as part of an overall business succession planning strategy, including:

- Certificate IV and Diploma of Frontline Management
- Certificate III and Diploma of Operational Works
- Certificate IV in Recreational Services
- Certificate IV and Diploma of Library Services
- Certificate IV in Record Keeping
- Certificate IV in Customer Service
- Certificate IV in Workplace Assessment and Training
- Certificate IV and Diploma of Project Management
- Diploma of Financial Services
- Certificate III and Diploma of Children Services.

The Learning and Development Plan has also incorporated a program called 'People Management' which targets existing managers with the aim of improving their people management skills, under the catch phrase of 'Catch Them Doing Something Good'. This philosophy will dovetail with Council's proposed Recognition Strategy.

Strategy implementation - action plan

What is our strategic direction?

Program of works A: Plan for our workforce needs

How are we going to achieve this?

Activity 1: Roll out the Workforce Planning Tool (WPT)

Action	Responsibility	Scheduled
Review Workforce Planning Tool and develop user-friendly model	Managers, Human Resources	Ongoing
Roll out the Workforce Planning Tool across Council	Managers, Human Resources	Completed
Present results to Executive for feedback	Executive, Human Resources	Quarterly
Implement review process to ensure current issues are considered	Managers, Human Resources	Ongoing

How will we know we have achieved this?

Performance indicators

We will know if our current workforce has the right people with the right skills in the right jobs now
Changes to the make-up of Council's existing workforce as a result of emerging priorities and objectives will be identified

Strategy implementation - action plan

What is our strategic direction?

Program of works A: Plan for our workforce needs

How are we going to achieve this?

Activity 2: Develop effective Human Resources (HR) metrics

Action	Managers, Executive	Scheduled
Establish what Council's reporting needs are through WPT and EEO Management Plan	Human Resources, Managers, Executive	Completed
Ensure EEO statistics are incorporated	Human Resources	Completed
Determine method of gathering EEO statistics	Human Resources, Managers, Executive	Completed
Gather EEO statistics (through next Employee Opinion Survey)	Human Resources	June 2016

How will we know we have achieved this?

Performance indicators

We will have in place reliable HR Metrics to gauge current workforce and forecast future workforce needs
We will have improved on our mechanism to measure our workforce profile compared to our community profile

Strategy implementation - action plan

What is our strategic direction?

Program of works B: Recruit/select quality employees

How are we going to achieve this?

Activity 1: Develop and implement a Recruitment/Promotion Strategy

Action	Responsibility	Scheduled
Implement e-Recruit system	Human Resources	Completed
Review recruitment methodology	Human Resources, Focus Group	Completed
Present results to Executive for feedback	Executive, Human Resources	July 2015
Implement behavioural competencies into the Selection Process	Human Resources	Dec 2015
Recruitment and Selection training to all Managers and Coordinators	Human Resources	Dec 2015
Implement Social Media strategies for recruitment	Human Resources	Sept 2015
Review Social Media strategies for recruitment	Human Resources	Sept 2017

How will we know we have achieved this?

Performance indicators

We will have a comprehensive and efficient recruitment and selection process in place
We will have a mechanism to measure the rate of internal promotion

Strategy implementation - action plan

What is our strategic direction?

Program of works C: Develop employee capacity

How are we going to achieve this?

Activity 1: Develop and implement the Managers' Leadership Model

Action	Responsibility	Scheduled
Develop Managers' Leadership Model	Human Resources	Completed
Agree on model	Executive	Completed
Implement model and link to 360 degree reviews	Human Resources	Completed
Monitor each manager's progress through outcome of 360 degree reviews	Human Resources, Executive	Ongoing
Link the model to the Emerging Leaders Program	Human Resources	Completed

How will we know we have achieved this?

Performance indicators

Improvements in manager's leadership skill is identified in the 360 degree review feedback
Improvements in manager's leadership skill is identified in the next Employee Opinion Survey
The Emerging Leaders Program demonstrates a clear link to the Managers' Leadership Model

Strategy implementation - action plan

What is our strategic direction?

Program of works C: Develop employee capacity

How are we going to achieve this?

Activity 2: Develop and implement an Emerging Leaders Program

Action	Responsibility	Scheduled
Make recommendations to Executive regarding an Emerging Leaders Program	Human Resources	Completed
Approve Emerging Leaders Program	Executive	Completed
Prepare implementation plan	Human Resources	Completed
Implement program	Human Resources	Completed
Evaluate success of program	Human Resources, Executive	Yearly
Program to be implemented for Coordinators	Human Resources	Dec 2015

How will we know we have achieved this?

Performance indicators

Feedback from participants in the Emerging Leaders Program is positive
Feedback from Executive on the outcome of the Emerging Leaders Program is positive
A second Emerging Leaders Program is undertaken in 2015 – This program has been rebranded as Leadership Excellence Program for Coordinators

Strategy implementation - action plan

What is our strategic direction?

Program of works C: Develop employee capacity

How are we going to achieve this?

Activity 3: Build on our current Learning and Development Plan

Action	Responsibility	Scheduled
Review current Learning and Development Plan and incorporate strategies from the Workforce Management Plan where appropriate	Human Resources	Completed
Implement actions as outlined in the Learning and Development Plan	Human Resources	Ongoing
Review and redesign Corporate Compulsory training program	Human Resources	Dec 2015
Design skills list for Team Leaders at the Depot	Human Resources	Mar 2016
Implementation of the Team Leaders Skills List	Human Resources	July 2016
Review Team Leaders Skills List	Human Resources	Sept 2017

How will we know we have achieved this?

Performance Indicators

The Learning and Development Plan is linked to the Workforce Management Plan
Employees remain satisfied with the training opportunities provided as identified in the next Employee Opinion Survey
We continue to provide nationally accredited qualifications to employees

Strategy implementation - action plan

What is our strategic direction?

Program of works C: Develop employee capacity

How are we going to achieve this?

Activity 4: Build on our current EEO Management Plan

Action	Responsibility	Scheduled
Review current EEO Management Plan and incorporate strategies from the Workforce Management Plan where appropriate	Human Resources	Completed
Implement actions as outlined in the EEO Management Plan	Human Resources, Managers, Executive	Ongoing
Review EEO Management Plan	Human Resources	July 2018

How will we know we have achieved this?

Performance indicators

The EEO Management Plan is linked to the Workforce Management Plan
Employees remain satisfied with Council's commitment to EEO as identified in the next Employee Opinion Survey
We continue to provide opportunities to employees based on EEO principles

Strategy implementation - action plan

What is our strategic direction?

Program of works D: Employee retention

How are we going to achieve this?

Activity 1: Develop and implement a Flexible Work Arrangements Strategy

Action	Responsibility	Scheduled
Form a Focus Group to undertake this project	Executive	Completed
Make recommendations to Executive regarding a range of Flexible Work Arrangements Authorised Statements	Human Resources, Focus Group	Completed
Present results to Executive for feedback	Executive, Human Resources	Completed
Implement and promote Authorised Statements	Human Resources, Focus Group	Completed
Evaluate effectiveness of Authorised Statements	Human Resources	Completed

How will we know we have achieved this?

Performance indicators

Take up of flexible work arrangement options by all staff is positive and operationally viable to Council
Employees remain satisfied with the flexibility in working arrangements provided as identified in the next Employee Opinion Survey

Strategy implementation - action plan

What is our strategic direction?

Program of works D: Employee retention

How are we going to achieve this?

Activity 2: Develop and implement a Knowledge Retention Strategy

Action	Responsibility	Scheduled
Investigate Knowledge Retention Strategy options	Human Resources	Completed
Make recommendations to Executive regarding a Knowledge Retention Strategy	Human Resources	Completed
Present results to Executive for feedback	Executive, Human Resources	Completed
Prepare implementation plan	Focus Group	Completed
Implement strategy	Human Resources	Ongoing

How will we know we have achieved this?

Performance indicators

We identify critical roles within the organisation
There is a knowledge transfer process in place for these roles
A mentoring program is implemented
Employees undertake phased retirement in order to mentor and transfer knowledge

A retirement guide and retirement workshop have been designed and delivered, in addition to the above.

Strategy implementation - action plan

What is our strategic direction?

Program of works D: Employee retention

How are we going to achieve this?

Activity 3: Develop and implement a Recognition Strategy

Action	Responsibility	Scheduled
Form a Focus Group to undertake this project	Executive	Mar 2017
Make recommendations to Executive regarding a Recognition Strategy	Human Resources, Focus Group	July 2017
Present results to Executive for feedback	Executive, Human Resources	Aug 2017
Prepare implementation plan	Human Resources, Focus Group	Aug 2017
Implement strategy	Human Resources	Sep 2017

How will we know we have achieved this?

Performance indicators

Number of employees receiving recognition through the program
Employees are satisfied with the recognition strategies in place as identified in the next Employee Opinion Survey

Monitoring and evaluating

Council will periodically monitor and evaluate implementation of the four year Workforce Management Plan to ensure it is appropriate to workforce needs.

On a yearly basis, Council will report on the strategies listed above to ensure accuracy and currency. This will be achieved by a number of mechanisms, which may include:

- annual review of the Delivery Program and Operational Plan
- annual review using the Workforce Planning Tool
- monitoring of action plans
- Employee Opinion Surveys
- development and implementation of performance criteria, for example:
 - number of staff approved for flexible working hours
 - feedback from participants and facilitators of training programs
 - monthly and yearly recognition awards.

Since implementation

Since implementation the following has been achieved:

- HR Metrics identified through the Workforce Planning Tool and the EEO Management Plan
- implemented e-Recruitment system
- development of Manager's Leadership Model
- implementation of the first Emerging Leaders Program
- review of Learning and Development Plan is complete
- review of EEO Management Plan completed
- recommendations of flexible work arrangement options delivered to Executive and implemented.

Conclusion

- Retirement guide and workshop have been designed and delivered
- Managers Leadership Excellence program has been implemented.

Consultation

Various committees operate at Council to facilitate consultation, including the Joint Consultative Committee, the EEO Sub Committee, Work Health Safety Committees and Focus Groups.

These groups are comprised of senior management, union representatives and a cross-section of the workforce, and will be consulted, where relevant, on the development, implementation and progress of workforce planning strategies.

Conclusion

Council's Workforce Management Plan recognises future workforce needs in the broad sense, and staff are already in the process of developing and implementing a number of strategies to address these needs. Council also acknowledges areas where there is a need for further work to be more precise about our future workforce needs, and has developed a workforce planning tool to assist in this process.

The strategies currently underway and proposed for future development, while listed in this plan separately, are often linked in that they all aim to promote Council as a preferred employer and thereby attract and retain quality employees.

Council acknowledges that there will be a need for ongoing evaluation and tailoring of these programs as the Integrated Planning and Reporting Framework evolves.



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