

KEMPSEY SHIRE COUNCIL

WORKFORCE MANAGEMENT STRATEGY 2013 - 2017

INTRODUCTION

The Workforce Management Strategy aims to assist Council to meet the community's strategic goals as outlined in the Community Strategic Plan – Macleay Valley 2036, through the development of an effective human resources strategy. The Strategy reviews the Council's human resources capacity and capability as an organisation, both in the way it relates to and delivers services to the community and in its position as an employer of choice in an increasingly competitive employment market.

The driving influences in developing the Workforce Management Strategy are to:

- Ensure Kempsey Shire Council has in place the necessary human resources to achieve the community's ideas and goals for the future, while at the same time;
- Contributing to addressing the financial imperatives facing Council.

The Vision and Values of Kempsey Shire Council underpin the Workforce Management Strategy.

VISION

We live in a community that provides opportunity to all, to prosper in an environment that supports well-being, connectedness and access to resources the community wants and needs.

VALUES

Healthy

- Having health that allows people to do the things they enjoy
- Having health that does not limit people from earning a living
- Not suffering from ill health
- Living a long and fulfilling life
- Living in a healthy environment
- The environment being in a healthy state

Wealthy

- Earning enough money to afford the lifestyle that makes us happy
- Being able to afford the basics that improves our lives
- To have a rich and valuable culture
- To have a wealth of experience

Safe

- People feel safe in their homes
- People feel safe in public areas
- People are not unduly affected by anti-social behaviour and crime
- The risk of accidents are minimised
- Our community is prepared and resilient to emergency events such as floods and fires

Social

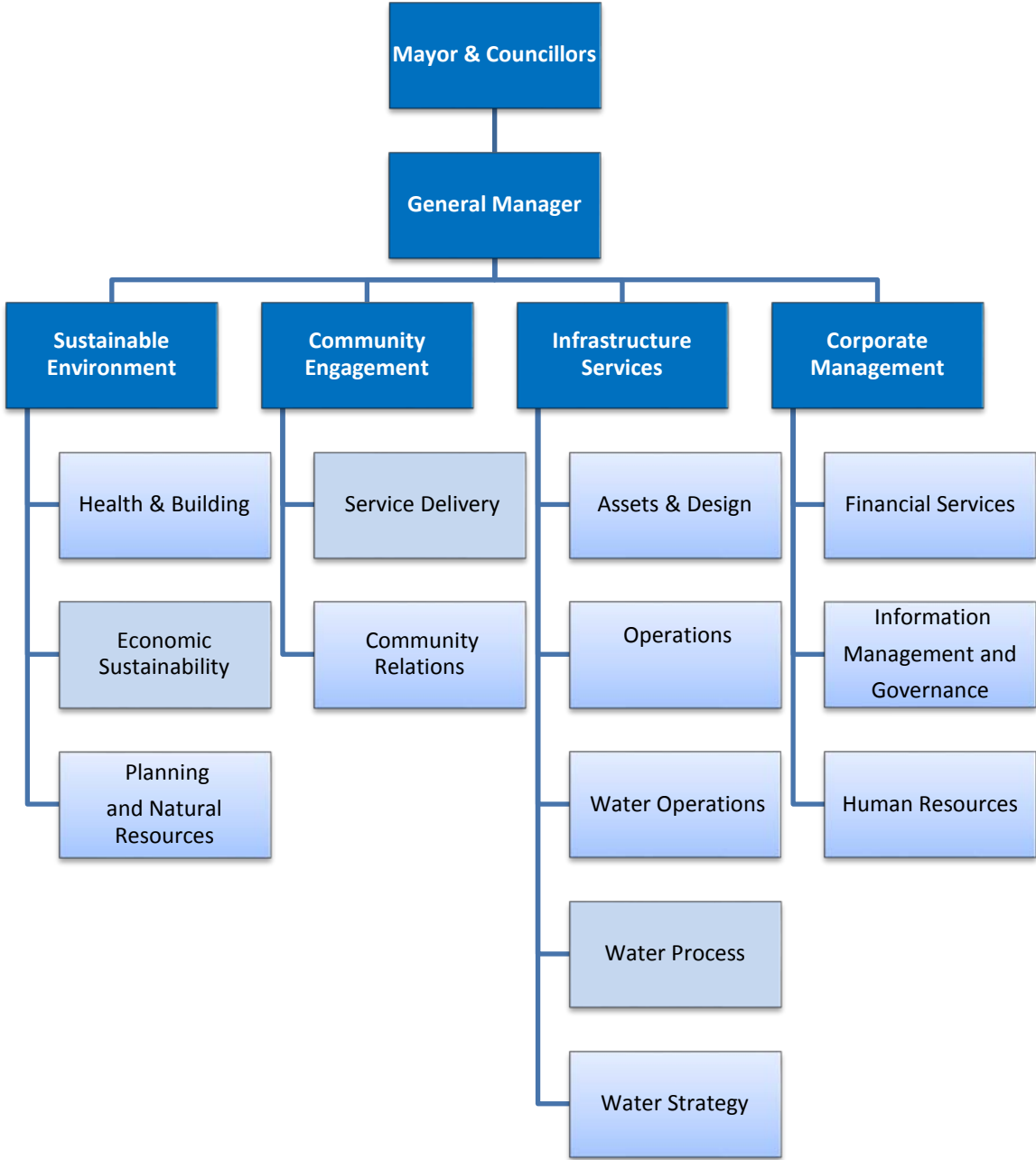
- People are involved in their community
- People treat others with courtesy and respect
- People support and assist others in the community
- People have a range of options to become involved in community activities

WORKFORCE PLANNING BENEFITS

In developing this Workforce Management Strategy it is not the intention that this plan shall be complicated in its delivery. Its aim is to undertake a straightforward analysis of Council's current staffing structure and identify the direction for today and in the immediate future. The principles of this plan will deliver a number of benefits to the organisation such as:

- Employee numbers and skills are right for the job;
- Identification of staff development needs, people are properly trained, skilled and equipped to do their jobs;
- Improve efficiency, effectiveness and productivity;
- Employees are proud of the job they do and how well they do it;
- Managers are capable and manage effective outcomes;
- Employees and management agree on accountabilities for performance;
- Employees are appropriately rewarded and perform well;
- People are in a healthy and safe work environment;
- Employees are assisted to achieve their career and personal goals that align with organisational objectives;
- Diversity is respected and encouraged;
- The balance between work, life and family is given importance;
- The recruitment, development or retention of appropriate staff required to meet the future need of the organisation;
- There is mutual respect and trust between employees, managers and employee representatives;
- Employees and managers are supported by Human Resource policies, procedures and systems.

ORGANISATIONAL STRUCTURE



WORKFORCE REQUIREMENTS

As at December 2013 the Council's workforce in place to resource the goals of Council comprised of 284.58 actual Full Time Equivalents (FTE), 297 actual head count with 299.78 being the number of FTE positions in the organisational structure. A further FTE increase of 5.07% would be required to provide a fully complemented workforce.

Workforce by Council service

To meet the Community Vision of – *We live in a community that provides opportunity for all, to prosper in an environment that supports well-being, connectedness and access to resources the community wants and needs;* and the community values of being healthy, being wealthy, being safe and being sociable.

The following tables present the Council's workforce by Department and Business Units together with the workforce contribution aimed at delivering Council's services.

Sustainable Environment Department

Sustainable Environment deals with issues relating to economic sustainability, environmental rehabilitation, strategic planning, development assessment, environmental health and regulatory compliance. This includes economic development, tourism, environmental compliance, estuary and coastal management, noxious weeds management, onsite sewerage management systems inspections, public health matters, food premises inspections, companion animals and ranger services.

Business unit	Actual FTEs (as at 31 December 2013)	Business unit contribution to organisational goal.
Sustainable Environment Executive and Administration	6.4	Management, business and administrative support for services provided by department
Health & Building	7.8	<ul style="list-style-type: none"> • Environmental Health • Building Services • Ranger Services
Planning and Natural Resources	10.0	Town Planning <ul style="list-style-type: none"> • Development Control • Strategic planning Environmental Projects <ul style="list-style-type: none"> • Rehabilitation works • Ecologically Sustainable Development (ESD) Policy Implementation • Floodplain Project • Vegetation Management
Economic Sustainability	2.0	Fostering Business

Community Engagement Department

Community Engagement provides aged and disability services, cemeteries, library services, youth services, community safety, aboriginal services, public relations, events management, heritage issues, donations and contributions to community groups, and customer services. Building a strong community is a key outcome for Council. Community wellbeing is influenced by participation in cultural and recreation activities, access to facilities and community information. Engaging all parts of our diverse community is the focus for the Community Engagement team.

Business unit	Actual FTEs (as at 31 December 2013)	Business unit contribution to organisational goal.
Community Engagement Executive and Administration	2.0	Management, business and administrative support for services provided by department <ul style="list-style-type: none"> Emergency services contract and administrative support
Community Relations	17.5	<ul style="list-style-type: none"> Aboriginal Community Engagement Youth Community Engagement Newsletter and Media Information Crime/Safety Web Administration Library Services
Service Delivery	30.8	<ul style="list-style-type: none"> Customer Service Macleay Community Care Options- Aged and Disability Tourism
Healthy Communities	1.8	<ul style="list-style-type: none"> Community health and well-being programs

Infrastructure Services Department

Infrastructure Services provides services in construction and maintenance in the areas of roads, bridges, flood mitigation, design, building services, emergency services, sporting fields, parks and gardens, water and sewer, and is responsible for waste management. The management of the community's assets is a critical Council function. It impacts on our everyday life and enables the community to live, work and play.

Business unit	Actual FTEs (as at 31 December 2013)	Business unit contribution to organisational goal.
Infrastructure Executive and Administration	3.0	Management, business and administrative support for services provided by department
Technical Services	10.0	<ul style="list-style-type: none"> Design Asset Management Traffic Transportation

		<ul style="list-style-type: none"> • Flood Mitigation • Risk Management
Operations	93.63	<ul style="list-style-type: none"> • Infrastructure • Maintenance • Project Construction • Bridges • Waste • Civic Maintenance • Open Spaces and Recreation Facilities
Water	63.0	<ul style="list-style-type: none"> • Water Services • Sewer Services • Asset Management

General Managers Department

To pursue beneficial relationships with regional neighbours and other levels of government.

Business unit	Actual FTEs (as at 31 December 2013)	Business unit contribution to organisational goal.
General Manager Executive and Administration	2.0	Management, business and administrative support for services provided by department

Corporate Management

Corporate Management refers to the corporate governance of Council and the processes by which Council is directed, controlled and held to account. Corporate Governance encompasses authority, accountability, stewardship, leadership, direction and control in the organisation. The key elements for Corporate Management are the implementation of effective internal control systems for financial, work health and safety and administrative processes; transparency of corporate information and operations; and accountability through clear and timely disclosure to the community.

Business unit	Actual FTEs (as at 31 December 2013)	Business unit contribution to organisational goal.
Corporate Management Executive and Administration	2.0	Management, business and administrative support for services provided by department
Financial Services	17.2	<ul style="list-style-type: none"> • Financial Management • Rates • Fleet • Procurement
Human Resources	3.8	<ul style="list-style-type: none"> • Human Resources • Payroll • Work Health and Safety
Information Management &	11.6	<ul style="list-style-type: none"> • Records Management

Governance		<ul style="list-style-type: none"> • Council Business papers • Governance • Information technology and communication
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Workforce Diversity

The operations of Council are of a complex nature, making it a multi faceted business that operates across a range of industry sectors.

The Council has a diverse workforce that will deliver the services to meet the organisation’s goals. Employees come from a range of backgrounds, ages, social groups and physical and intellectual abilities. The diversity of our employees reflects that of our community and helps us to better relate to the needs of the community in terms of outcomes to be achieved. This diversity also provides us with the availability of a broad range of experiences, ideas, knowledge and perspectives.

WORKFORCE CHALLENGES AND OPPORTUNITIES

Council’s ability to put in place the necessary workforce to achieve that community’s ideas and aspirations identified in the Community Strategic Plan are affected by several internal and external environment factors. These factors have the potential to impact on the organisation’s capacity to supply the right workforce at the right time and deliver the objectives of the goals of Council.

External Environment Factors

Strategic human resources management recognises the economic, social and political factors that create the external context in which Council operates.

Factors with significant implications for effective management and development of the workforce relate to the changing composition of the Australian workforce, in terms of age, gender and ethnic distribution. Council seeks to ensure that its workforce – to the greatest possible extent - is a reflection of the local community demographics.

Significant challenges are presented in maintaining high-level productivity in an ageing workforce and ensuring that Council is successful in recruiting and retaining high quality staff, in particular in areas indentified nationally as skills shortage in the labour market. An inclusive approach to personal and professional development is necessary so that Council can create the career opportunities and reward structures that contribute to ongoing job satisfaction and hence retention.

Council operates within a complex legal framework. A number of pieces of legislation are directly relevant to day-to-day human resources management.

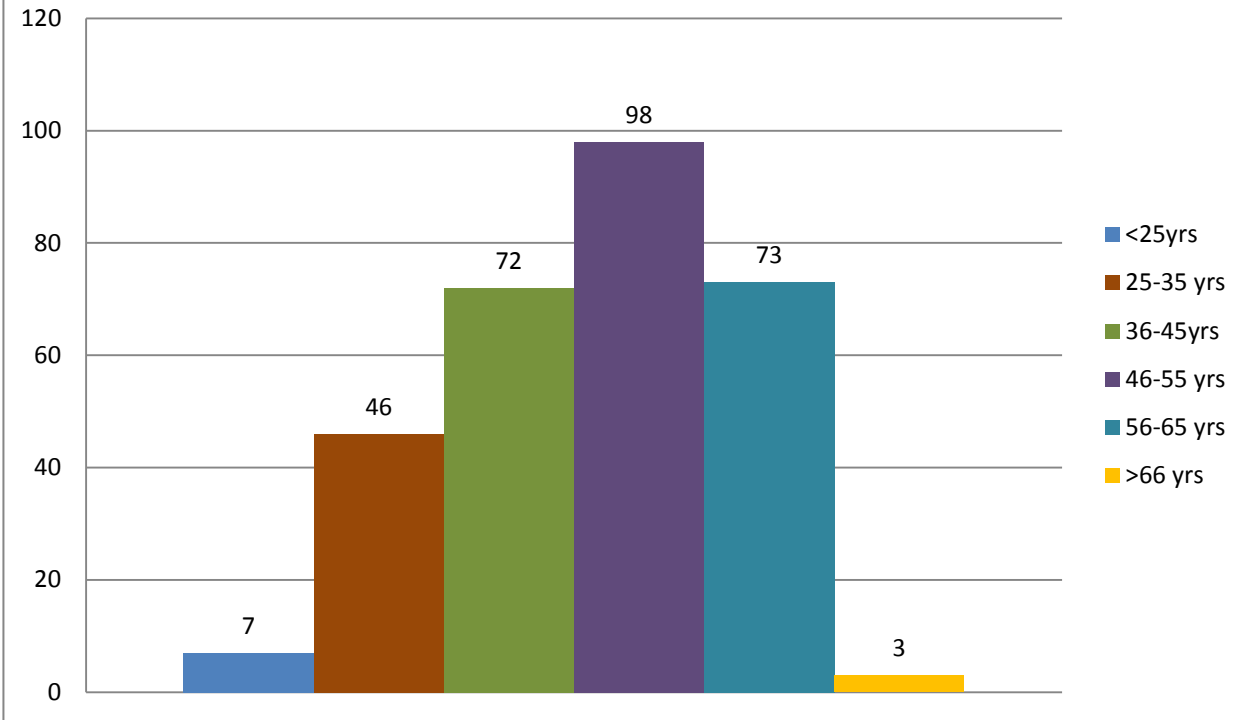
Internal Factors

Workforce Demographics

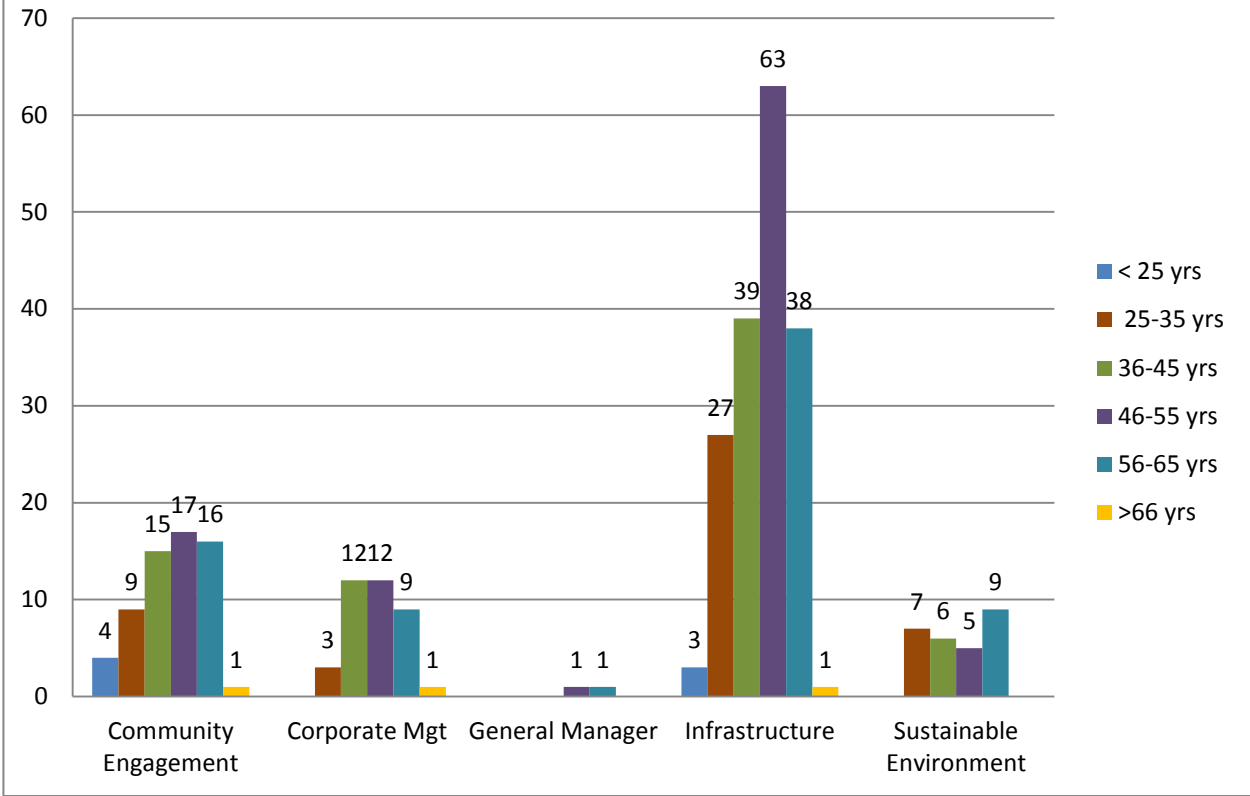
The Australian population is ageing and our workforce is shrinking. This national workforce trend is also mirrored within our organisation. Census data from ABS National Regional Profile for Kempsey shows that between 2007 and 2011 of age groups less than 54 years, all declined in numbers with the exception of the 15 to 24 years age group. While for age groups over 55 years there has been an increase in numbers. The median age of the region of usual residents at 30 June 2011 was 44.4 years; with the median age of Council employees was 47 years.

The age demographics across Council’s workforce indicate that 58.19% of Council’s workforce is over 45 years of age and of this 25.4% are over 55 years of age. (See figure below)

KSC Age Demographics as at 31 December 2013



Age Demographics by Department as at 31 December 2013



This demographic profile impacts on the internal labour supply in several ways, particularly in relation to a diminishing supply of younger employees and the ageing workforce. As the baby-boomer generation (born 1946 to 1961) continues to exit the workforce, the Australian labour market of the next 20 years has already been born and it is short on both numbers and skills. The pressure to boost workforce participation and global competition for talent are having an impact across most employment markets and in particular on regional local government.

It is inevitable that the employment demographics will change as Council attempts to address the challenges presented by the different cultures of baby boomers and generations X (born 1961 to 1976) and generations Y (born 1976 to 1991) types testing the workplaces today and the demand for more flexibility and work-life balance options increases.

Over the next 10 years, a substantial proportion of employees with critical skills and experience will be lost as the baby boomers move to retirement.

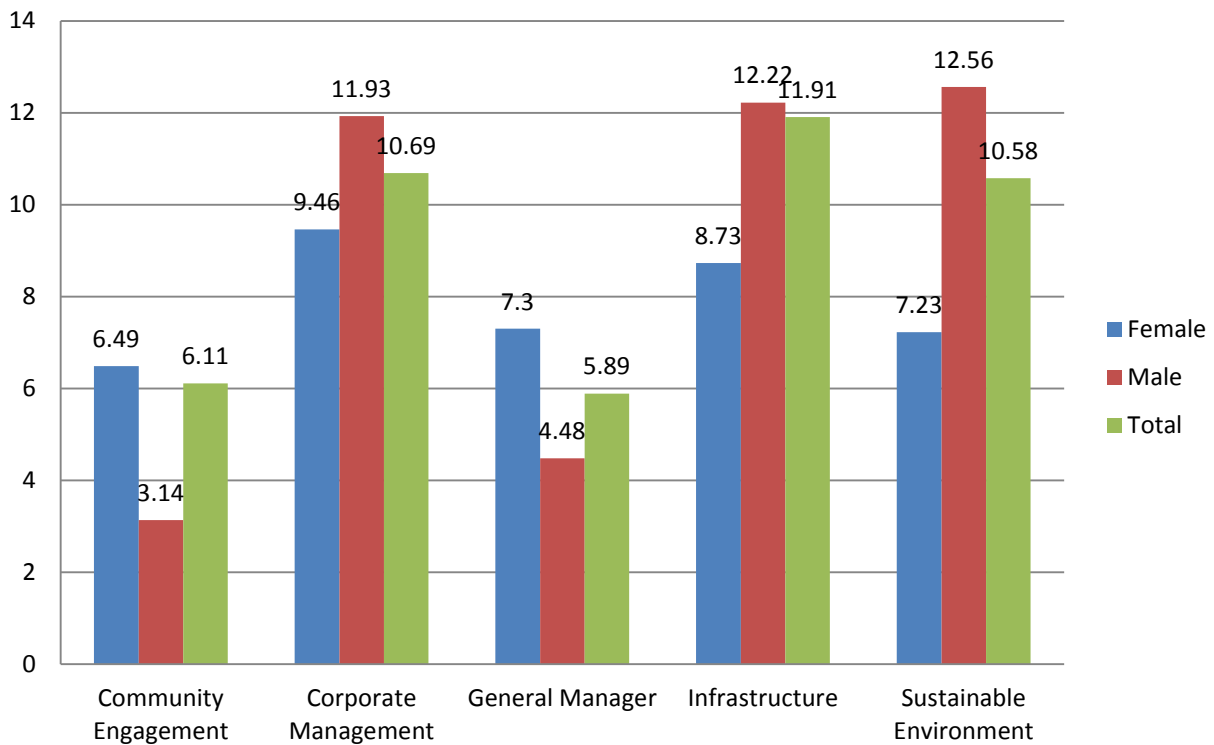
The biggest impact of this trend will fall into Council's department of Infrastructure. The physical nature of the outdoor work incorporated in the Infrastructure department coupled with the trend of people remaining in the workforce for longer periods may lead to peoples' physical ability to do their jobs being comprised. This trend places a focus on work health and safety and ensuring employees remain fit for their duties.

This will be increasingly important with an increased focus on delivering infrastructure outcomes.

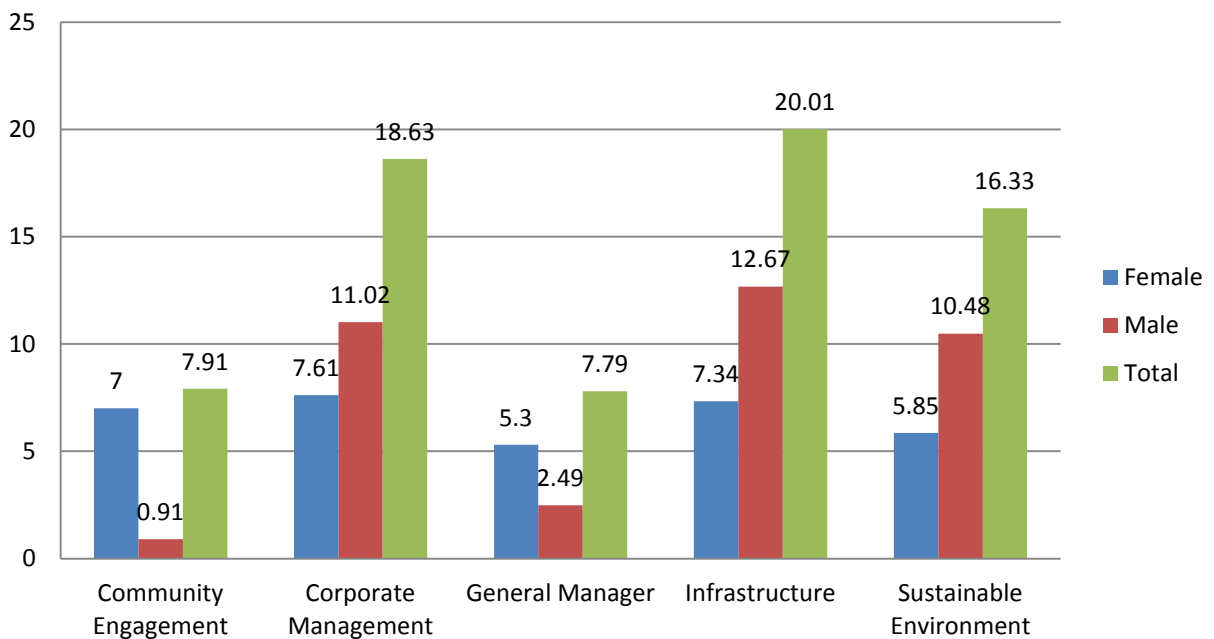
Length of Service

Associated with the concept of an ageing workforce is the length of service with Council. The average length of service of our employees as at 31 December 2013 was 9.03 years, with service by gender of females 7.84 years and males 8.86 years, compared to 14.1 years at 2011 with service of females at 6.62 years and males 7.51 years. The chart below illustrates that in most departments of Council there is a balanced range of experience. A workforce with employees who have longer than average length of service can be seen as a plus for the Council in terms of capitalising on the investment in training and development and reduced recruitment costs.

Length of Service by Department as at 31 December 2013



Length of Service as per Department as at 31 December 2011



Skills Shortage

Maintaining relevant and required skills is essential to the ongoing effectiveness and performance of the organisation in serving the Kempsey Shire community.

As part of the National Local Government Skills Shortage Steering Committee report (2007) five key occupations were identified as having a significant effect on local government including planners, tradespeople, environmental health officers, engineers, building surveyors and inspectors.

The report outlined factors as contributing to these skill shortages can be set out in three levels:

1. National Macro Socio-Economic factors that revolve around:
 - Technology change;
 - Globalisation;
 - Ageing population, and
 - Structural change.
2. National Workforce Issues affecting a number of industries in Australia which relate to:
 - Training and education;
 - Wastage, and
 - Workforce exits.
3. Personal Dimensions of work preferences and worker considerations, ie supply side considerations entailing:
 - Career and vocational developments;
 - Work Conditions;
 - Life stage and family commitments;
 - Perceptions of industry;
 - Liveability - access to social networks, recreation activities and essential services such as housing, health and education, and
 - Secondary job opportunities- work availability for family members.

The impact of these skills shortages undermines the capacity of local government to provide essential and desirable services.

The skills shortage has impacted on Council over the last five years by its difficulty in recruiting of suitable applicants with the required skills and experience to a number of vacancies in the areas of engineering - (civil construction, water and assets), town planning and environmental health.

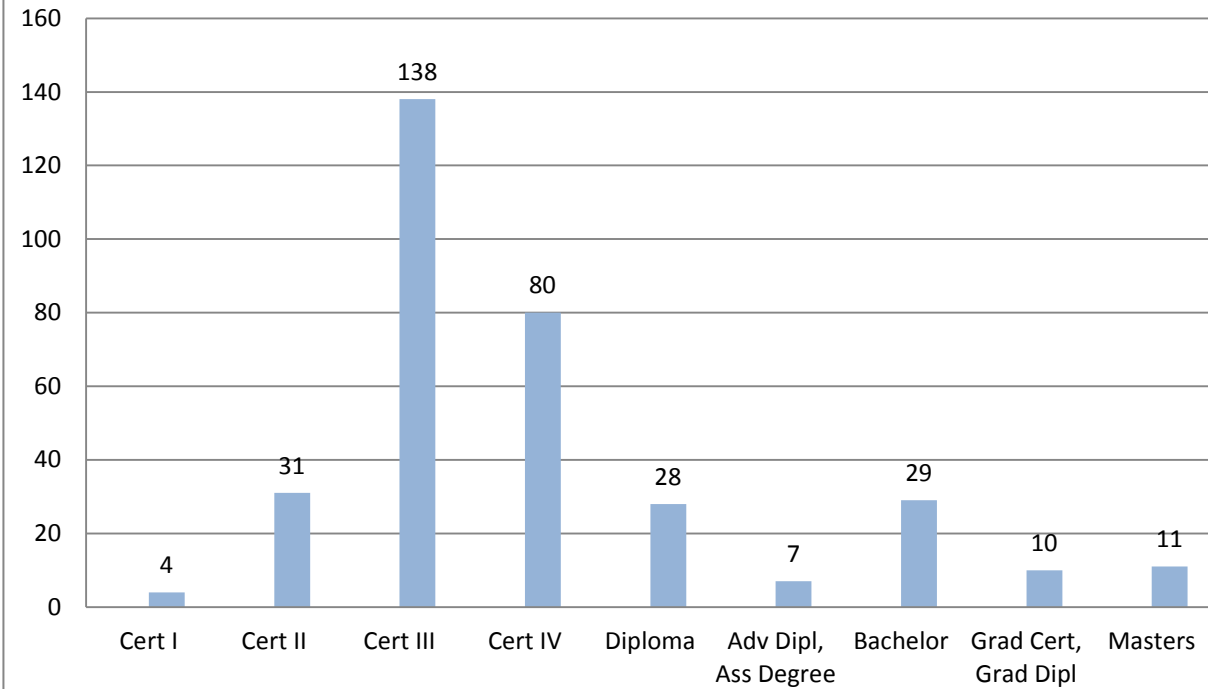
Council currently has 19 employees undertaking traineeships, 18 existing workers upgrading their skills or obtaining recognition for current competencies and 1 new employee obtaining formal qualifications and on-the job skills.

To further develop the skills and qualifications of employees Council financially supports 8 employees to undertake further study.

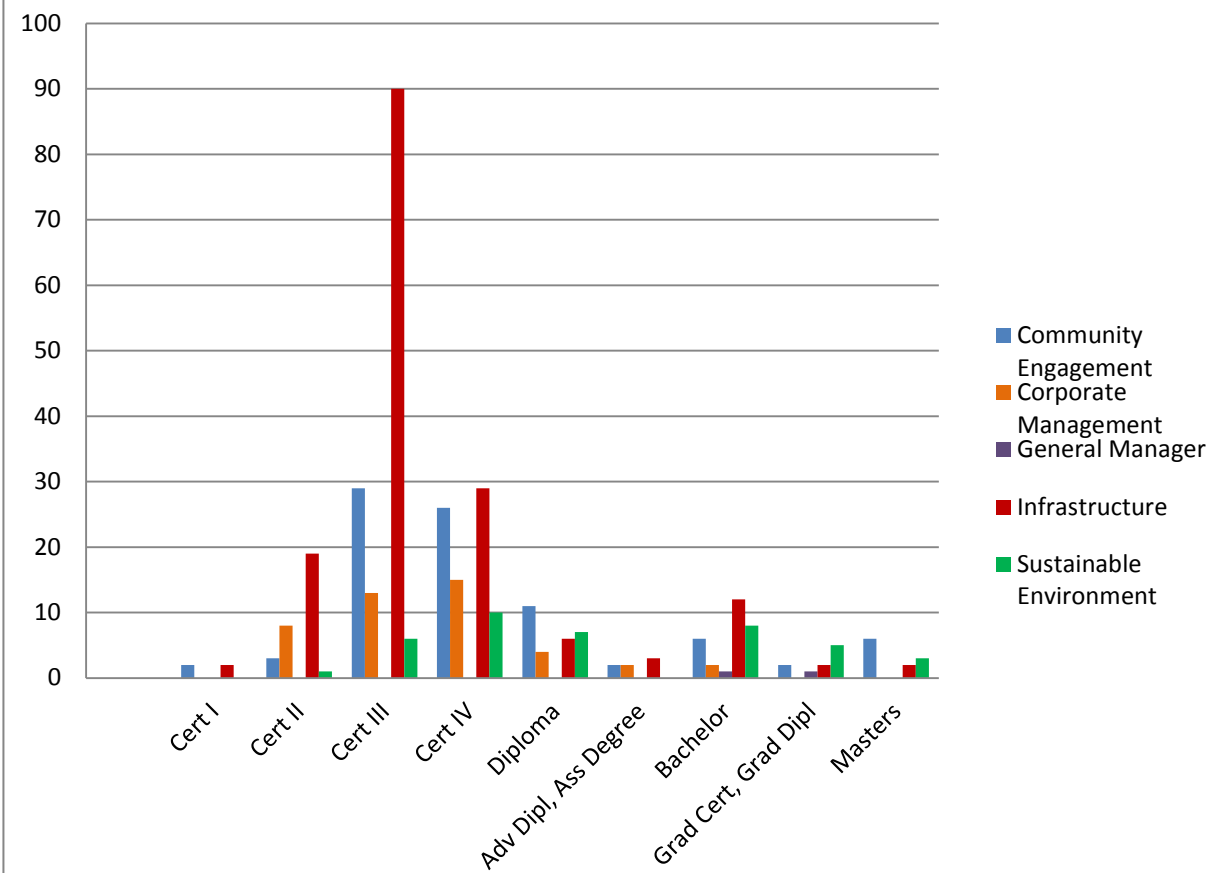
Council acts as a host employer to 2 apprentices, 10 trainees and 1 school based trainee from a Group Training organisation within the areas of Water/Sewer services and civil construction.

Employees hold 338 qualification titles across 187 employees with 101 employees holding multiple qualifications from levels Certificate I to Masters Degrees.

Employees holding qualifications



Qualifications per department



Attraction and Retention of Employees

The workforce planning of Council is as much about engaging and retaining employees as it is about attracting new employees. The retention of the knowledge and skills of existing employees can be achieved by focusing on providing our employees with a supportive work environment, equipping all employees with the direction and tools required to perform organisational activities to the best of their ability, including quality work life considerations, offering a safe and productive environment, and fostering a sense of belonging and community spirit.

Attracting the right people with the right skills is an important issued for Council. Maintaining market competitiveness is essential to ensuring we have the right people with the rights skills at the right time. In maintaining this market comparison it will have an impact on employment costs, through salary packaging that reflects market rates and included market recognised incentives such as flexible work practices, motor vehicles and learning and development opportunities.

With the aim of promoting Council as an Employer of Choice and to promote local government as a desirable career choice, Kempsey Shire Council provides a range of work experience placements. These placements include secondary school work experience, secondary school VET compulsory work placements, TAFE industry compulsory work placement, and university industry placements. Council participates in engineering scholarships with Newcastle University and Urban and Regional Planning scholarships with University of New England, both professions identified as skills shortage occupations.

Employee Satisfaction Survey

An employee satisfaction survey is conducted annually in October-November to measure the level of employee satisfaction across most areas of work life. The survey is designed to provide information that would assist Council in gaining an understanding of employee's thoughts on Council, management and supervisors, to assist in attraction and retention initiatives and to provide a benchmark for assessing future progress in becoming an employer of choice.

In 2013 of the 300 surveys distributed 120 were returned (40.0%), the return rate as compared to 2011 (49.29%) and 2012 (54.1%) has decreased.

Ten most positive related questions

No.	Question	2013	2012	2011
1	Generally, I enjoy my work	92.3%	94.0%	96.9%
2	The organisation provides a safe and health workplace	88.8%	90.5%	92.7%
3	Women are as good as men in management roles in business	87.6%	89.4%	89.9%
4	Council provides good support to help me balance my work and personal commitments	84.0%	83.8%	88.6%
5	My work offers me opportunity to use my initiative	83.6%	86.5%	87.9%
6	My work offers me opportunity to use my abilities	83.6%	87.2%	87.0%
7	Council respects equally people of different genders	83.5%	81.3%	87.3%
8	I have a clear understanding about what I am expected to achieve in my job	82.8%	86.0%	89.4%
9	My Manager/Supervisor is available when needed	82.6%	82.1%	85.2%
10	Safety issues that are raised are acted upon in a timely manner	78.0%	76.1%	86.1%

The analysis shows that Kempsey Shire Council is generally a good place to work; employees are committed to safety, performance and customer service with a strong focus on equality.

Ten least positive rated questions

No.	Question	2013	2012	2011
1	Council is retaining its most talented people	33.6%	38.6%	40.0%
2	The promotion decisions within Council are fair	38.6%	47.1%	47.4%
3	On the whole, communication within Council is effective	50.4%	57.7%	59.1%
4	Council culture is such that it enables me to express values that are important to me	51.3%	60.0%	64.5%
5	The values of Council are moving in a direction I support	51.3%	62.4%	65.9%
6	Senior Management is aware of meeting the needs of staff	53.0%	55.3%	55.3%
7	Communication between management and staff is effective	55.2%	63.5%	65.9%
8	Senior Management Team manage and lead the Council/Department well	55.5%	67.1%	67.4%
9	My Manager/Supervisor deals with poor performance effectively	55.8%	62.1%	65.8%
10	Senior Management Team communicates clearly the vision for where Council is headed	58.5%	61.4%	64.6%

Areas for improvement are communication at all levels with regards to decision making, performance issues and promotion opportunities.

Staff Development/Training

Staff development and training aims to support Council's Goals and Mission through the maintenance and improvement of employee's skills to facilitate a team of service providers who are competent, efficient, focussed on the delivery of excellent service whilst being highly motivated to continue their own personal development.

Professional development is a shared responsibility between staff and their managers. Council encourages and supports training and development whilst individuals are expected to contribute to the process through active participation, membership of organisations (where appropriate) and selective reading of available literature.

Training will be provided on the basis of need and priority that improves the operational effectiveness of Council. Each request will be considered on an individual basis and either approved immediately by the appropriate Manager or referred to Human Resources.

Staff development will be achieved through in-house training, external training events, conferences, workshops and seminars. It will be monitored and reviewed formally by an annual staff development review. A training needs analysis will be undertaken annually on a Council wide basis to determine gaps in training.

WORKFORCE PLANNING OBJECTIVES

OBJECTIVE 1

Ensure employment demographics meet future workforce needs of Council.

Strategy 1.1 - Retention of Older Workers — Phased Retirement

Encourage flexible working arrangements for staff transitioning to retirement, with the development of a Phased Retirement policy. An important factor of this support is the keeping of skills and knowledge in the organisation with the transfer of organisation knowledge to existing and new staff

through succession planning and mentoring. The benefit to employees will be the assistance in the transition from full time work to retirement.

Recent changes to superannuation taxation laws will encourage older workers to exit the workforce at 60 rather than 55 years of age.

- a) Where appropriate, facilitate the development of personal phased retirement plans which may include the following options:
 - Access to part-time work, casual work or flexible working hours;
 - Home based work;
 - Move to 'project' based work, and
 - Move to 'mentoring' role for younger staff and apprentices.
- b) Host workshops and individual sessions for potential retirees to provide information on superannuation and retirement options.
- c) Surveys to be conducted to identify anticipated retirement levels and to gauge employee expectations in relation to ongoing employment.

Strategy 1.2 - Attraction and Retention of Younger Workers

To attract, engage and retain younger people to all areas of employment across Council.

- a) The need to brand Council as an Employer of Choice, ensuring Council's conditions of employment are maintained and flexible to meet markets expectations. Characteristics that define Employer of Choice organisations need to be developed and promoted within Council.

The top five characteristics (of 20 characteristics) identified from the latest L.E.A.D. Survey are as follows:

1. Recognises and rewards staff well.
2. Invests in the learning and development of its people.
3. Operates ethically and fairly at all times.
4. Have family/life friendly workplace practices.
5. Management is passionate and engaging to work with.

Reference: <http://www.leadershipmanagement.com.au/Newsletter/oct10/how-to-become-employer-of-choice.html>

In addition to work/life balance, young employees place a major emphasis on organisational culture and engagement, skills development and employee benefits.

- a) Targeted recruitment using more specific, targeted and cost effective recruitment strategies for specific positions, including new technologies to assist in attracting youth and diversifying our workforce. Council has a well developed and implemented recruitment and selection process that ensures job selection on based on merit;
- b) The establishment of clearly understood organisational values that translate into behavioural outcomes will be a key driver in the development of our brand and culture and the assessment of performance;
- c) A performance management framework that centres on outcomes and results rather than process will further reinforce the strong direction and leadership that we seek. The framework will include the elements of recognition and reward that are essential principles in attraction and retention;

- d) The development of an aspiring leaders' program will provide opportunities for young employees to be introduced to a series of challenges through service strategy project teams together with formal training designed to enhance their career potential;
- g) Professional development opportunities can be further encouraged through Council's tertiary education assistance program with increased access to paid study leave and financial support for course costs;
- h) Building reputation in the industry through nominations for awards and staff participation in professional groups;
- i) Building reputation in the community through the provision of quality service, youth employment strategies and media promotion.

Strategy 1.3 - Indigenous Employment

Council has over a number of years been encouraging increased participation for Aboriginal people. Council will continue to pursue this avenue for a source of recruitment to meet the operational requirements of Council and the well being of the community as a whole.

OBJECTIVE 2

To reduce the skills gap and to retain the knowledge of Council operations.

Strategy 2.1 - Succession Plan

Develop a process of Skills and Knowledge Succession Planning to identify the critical skills and knowledge within each Department and Business unit. Development of employees through project work, secondment and mentoring relationships to ensure retention and transfer of these skills and knowledge as well as coverage of these skills and knowledge during absences.

Strategy 2.2 - Trainee and Cadet Intake

A targeted intake of trainees and cadets will occur in those areas identified in the succession plan as being at risk due to the age profile.

There are significant benefits associated with this traineeship and cadetship strategy:

- Provision of local youth employment opportunities which addresses some of the concerns raised by the community;
- The opportunity to instil a culture more consistent with the principles of learning and career development;
- Employment through a group training company provides strong mentoring and motivational elements for trainees;
- The traineeship period provides Council with the opportunity to identify strengths of the trainees and to place them where their aptitudes can be most effective within the team;
- Distance education opportunities in the professional disciplines have markedly improved in recent years and makes cadetships a most viable and practical means of addressing the skills shortage;
- Cadetships will involve degree level qualifications;
- Term employment relationship;
- Employees completing traineeships will be encouraged to pursue further studies towards diploma or degree level qualifications;
- Cadets can perform many of the para-professional duties and free the qualified staff to concentrate on the more intensive aspects of their positions. In return professional staff can also develop as a result of the mentoring roles that they will need to assume with the cadets.

Council's objective is to retain trainees and cadets following completion of their formal studies provided their ongoing employment forms part of the approved succession plan.

Strategy 2.3 - School Based Traineeships

To promote and encourage links with careers advisors in local schools, TAFE colleges and Universities to assist which the support of Local Government as career pathways and opportunities. The promotion of local government as an employer of choice to local schools through attendance at careers days and the development of promotional material to be included in school newsletters will raise our profile as a prospective employer amongst our younger community.

Strategy 2.4 - Career Changes

Encourage flexible arrangements for existing employees to "change their careers". Providing opportunities for employees to take up further education in areas of skills shortage, while having their salaries maintained and their education funded. In this way Council is developing employees in a skills shortage area, while acknowledging the value of current employees, with their vast knowledge of Council operations

OBJECTIVE 3

Encourage a culture of continuous improvement that supports a cooperative, safe and productive work place.

Strategy 3.1 - Employee Wellness Program

Employees are in a healthy and safe work environment. Council's commitment to the health, safety and wellbeing of all our employees is the highest priority. To foster a culture of a proactive approach to health and safety and general employee wellness.

- a) An employee wellness program will be implemented for employees in specified age brackets to reduce the potential of workplace injuries and to assist in the longer term retention of employees.
- b) Annual employment medicals will be available for identified staff to address any physical limitations and implement alternative strategies including options for modified duties, provision of aids /equipment, redeployment to alternative positions or phased retirement.
- c) An analysis of wellness programs will be undertaken with a view to extending the availability to all employees in various forms.

Strategy 3.2 - Skills Development

Employees are properly trained, skilled and equipped to do their jobs. Rapidly changing knowledge base in the work of Council, developing technologies and the need for a sustainable financial environment, and a greater level of communication with the community requires a commitment to continual learning and development by each member of staff. Continued support of employees in training development and professional development through study assistance programs and structured and specialist training programs.

- a) An aspiring leaders program (e.g. program run by the NSW LGMA) will supplement project management and other job specific skills obtained through training, mentoring, cross-functional teams or acting in higher positions;
- b) The staff training procedures will be reviewed to ensure there are incentives and flexibilities for staff to pursue study opportunities through the performance management system. Such opportunities will be classified into the following groups:

- i) Induction Training – this will be provided to new employees and where applicable existing employees undertaking new tasks to provide a smooth transition into the work situation;
 - ii) Organisational Training – this will apply to existing employees undertaking training required by Council to develop essential skills;
 - iii) Career Foundation Training – this will apply to employees undertaking studies to acquire basic skills to develop professional expertise. This may include training specified as a condition of employment;
 - v) Career Development Training – this applies to employees undertaking studies to acquire desirable skills to develop professional expertise, update qualifications, improve career opportunities or change career path.
- c) Council will pursue the ongoing education of existing Council employees to facilitate acceptance and understanding of cultural differences through provision of cross cultural training to all staff every 3 years and provision of specialised training and support to staff working directly with new recruits;
- d) Staff will be encouraged to participate in professional associations and networking in the regional Councils and LGMA special interest groups including membership on executives.

Strategy 3.3 - Leadership Development

Managers are capable and manage effective outcomes. The need to develop transformational leadership in our team leaders, coordinators, managers, and directors.

- a) Leadership is defined as a process by which a person influences others to accomplish an objective and directs the organisation in a way that makes it more cohesive and coherent. It is proposed to have older workers at various levels taking on mentoring roles to share their knowledge and experience with trainees, cadets and other younger employees.
- b) Increasing staff access to leadership/management training and post-graduate studies will ensure existing staff are suitably prepared and skilled to move through the organisation. Mentoring and secondment opportunities including opportunities for professional development in their chosen profession will demonstrate to staff the potential career prospects available within Council, thereby encouraging loyalty and commitment.

Strategy 3.4 - Performance Management Framework

Employees are appropriately rewarded and perform well, with employees and management agreeing on accountabilities for performance. The use of an effective and positive performance management system with high quality and timely feedback to assist employees maintain focus and contribution to meet the vision and values of the organisation.

- a) A revised performance management framework is proposed to be developed and will include the identification of key result areas and performance indicators. The framework will concentrate on outcomes and results rather than process unless there are statutory requirements to be met;
- b) The performance management system will also focus on behaviours based on the adopted organisational values;
- c) It is proposed to review the structure to optimise performance recognition based incentives as determined through the review of the performance management system in addition to the Award requirements relating to skills acquisition and use.

Strategy 3.5 - Employee Attitude Survey

There needs to be mutual respect and trust between employees, management and employee representatives. By receiving feedback from employees on their views of work, leadership and how they feel about the organisation's direction, the results from these surveys assist us to continue to improve and maintain our commitment to being an organisation striving to achieve efficiencies and best practice through continuous improvement.

- a) It is proposed to undertake a survey on an annual basis;
- b) A range of initiatives will be implemented following the results of the employee attitude survey. The initiatives will be developed in conjunction with participants from the Staff Consultative Committee.

Strategy 3.6 - Work/Life Balance

There are several initiatives that will increase Council's employer of choice status relating to work life balance. By accommodating requests for flexible employment arrangements, in relation to female employees wishing to return from parental leave, but also in relation to male employees wishing to modify their employment conditions and for staff with disabilities and carer's responsibilities.

These initiatives include:

- a) paid parental leave;
- b) flexible hours arrangements;
- c) job sharing;
- d) purchased leave;
- e) family friendly work places;
- f) home based work;
- g) carer friendly work places;
- h) phased retirement;
- i) employee wellness programs, and
- j) staff are encouraged to participate in community groups and associated committees.

Some of these initiatives are already occurring on an ad hoc basis but they will be researched and, where appropriate, considered for formal implementation and promotion to employees.

Strategy 3.7 - Organisation Culture

- a) The development of clearer organisation values, recognition for living those values, employer branding, management engagement and programs like "Changing our Workplace" will impact positively on the overall culture. Specific strategies for each of these initiatives will be incorporated into the plan.
- b) The concept of "Look good, feel good, done right" will influence the presentation and servicing of infrastructure and other services
- c) A number of initiatives including the recognition of performance through regular staff awards will be considered.
- d) Identification of areas of high risk or productivity that require a focus by the organisation may attract alternate employment pools or staff mix to assist the desired culture.
- e) To promote the initiative of progress of the organisation, state and national awards will be sought to improve reputation and recognise culture.

Workforce Plan Implementation Timeframe

	Strategy	Action	Complete by (date)	Responsible Person
1.1	Retention of Older Workers – Phased Retirement	Promote conditions of the Local Government (State) Award Clause 22 Phased Retirement that provides options for older workers (over 55 years) to have access to part-time work and/or home based work. In addition consider options to move to project based work and mentoring roles with younger employees.	On-going	Team Leader Human Resources
1.1	Retention of Older Workers – Phased Retirement	Promote Council Policy/procedure that provides paid special leave for employees aged 55 years and over to attend pre retirement counselling.	On-going	Team Leader Human Resources
1.1	Retention of Older Workers – Phased Retirement	Conduct a survey of all employees aged 50 years and over to identify anticipated retirement levels and to gauge employee expectations in relation to ongoing employment.	July 2016	Team Leader Human Resources
1.2	Attraction and Retention of Younger Employees	Develop and implement organisational values that translate into behavioural outcomes to drive the development of our brand and culture.	October 2014	MANEX
1.2	Attraction and Retention of Younger Employees	Develop and implement a performance management framework focusing on outcomes and results and include the elements of recognition and reward.	October 2014	Team Leader Human Resources
1.2	Attraction and Retention of Younger Employees	Develop and implement an aspiring leaders' program that provides opportunities for young employees to be introduced to a series of challenges through cross-functional project teams together with formal training.	April 2015	MANEX
1.2	Attraction and Retention of Younger Employees	Develop and implement a structured mentoring program so that older employees can share their knowledge and experience with younger workers.	October 2014	Team Leader Human Resources
1.2	Attraction and Retention of Younger Employees	Facilitate a further staff survey at the end of 2014 and then annual surveys.	November 2014	Team Leader Human Resources
1.2	Attraction and Retention of Younger Employees	Develop a recruitment web page that is appealing and user friendly to prospective employees that reflects much of the lifestyle and geographical features of the area as well as focusing on our values and brand.	July 2014	Team Leader Human Resources
1.2	Attraction and Retention of Younger Employees	Review the tertiary education assistance program to ensure that flexible learning options are covered and study costs are relevant.	On-going	Team Leader Human Resources

	Strategy	Action	Complete by (date)	Responsible Person
1.2	Attraction and Retention of Younger Employees	Pursue secondment opportunities for professional development both internally and externally.	September 2014	Team Leader Human Resources
1.2	Attraction and Retention of Younger Employees	Pursue industry awards on a project type basis utilising Aspiring Leaders program.	Ongoing	All Managers
1.2	Attraction and Retention of Younger Employees	Publicise youth employment initiatives widely through the media.	Ongoing	All Managers
1.3	Attraction and Retention of Indigenous Employees	Foster relationships with Aboriginal employment organisations to attract and retain indigenous employees.	Ongoing	Team Leader Human Resources
2.1	Succession Plan	Develop and implement a succession plan for all key positions across the organisation that addresses external recruitment, professional development and mentoring of existing staff over a specific timeframe to meet anticipated retirements and future skill shortages.	June 2015	Team Leader Human Resources
2.2	Trainee and Cadet Intake	Conduct an annual review of those areas at risk due to the age profile and have a targeted intake of cadets and trainees.	October 2014	Team Leader Human Resources
2.3	School Based Traineeships	Promote KSC as an employer of choice to local schools through attendance at careers days and the development of promotional material to be included in school newsletters.	September 2014	Team Leader Human Resources
2.3	School Based Traineeships	Implement a targeted number of school based traineeships promote the notion of a career in Local Government among students.	October 2014	Team Leader Human Resources
2.4	Career Changes	Conduct a survey of all employees to gauge employees' expression of interest in undertaking further skill training to change career in an indentified skill shortage occupation.	July 2015	Team Leader Human Resources
3.1	Employee Wellness Programs	Develop and implement a range of employee wellness programs.	June 2015	Team Leader Human Resources
3.1	Employee Wellness Programs	To monitor and review Work Health & Safety Practices.	On-going	Work Health and Safety Officer
3.2	Skills Development	A comprehensive skills audit will be conducted biennially to identify skill gaps and to promote career development. The outcomes of the skills audits will be the basis of planning and scheduling future training including formal post secondary or tertiary studies.	June 2014	Team Leader Human Resources
3.2	Skills Development	The revised performance management system will provide prompts for managers and employees to consider initiatives such as	October 2014	Team Leader Human Resources

Strategy	Action	Complete by (date)	Responsible Person	
	Induction Training, Organisational Training, Apprentice/Trainee Training, Career Foundation Training and Career Development Training.			
3.2	Skills Development	The revised performance management system will provide prompts for managers and employees to consider initiatives such as professional associations, networking and LGMA special interest groups.	October 2014	Team Leader Human Resources
3.2	Skills Development	Faciliate cross cultural awareness training for all employees every 3 years.	June 2014	Team Leader Human Resources
3.3	Leadership Development	The revised performance management system will provide prompts for leadership team to consider options for further training and development, such as professional associations, networking and LGMA special interest groups.	October 2014	Team Leader Human Resources
3.4	Performance Management Framework	Develop and implement a performance management framework focusing on outcomes and results and include the elements of recognition and reward.	October 2014	Team Leader Human Resources
3.4	Pay Structure	Review the current pay structure to facilitate performance based options.	June 2014	MANEX
3.5	Employee Attitude Survey	Facilitate a further staff survey at the end of 2014 and then annual surveys.	November 2014	Team Leader Human Resources
3.6	Work/Life Balance	Promote conditions of the Local Government (State) Award, Clause 20E Parental Leave (General) to provide improved paid parental leave entitlements.	On-going	Team Leader Human Resources
3.6	Work/Life Balance	Promote variable working hour's arrangements to meet Council's operational needs.	On-going	Team Leader Human Resources
3.6	Work/Life Balance	Promote the provision for job-sharing opportunities where practicable.	Ongoing	Team Leader Human Resources
3.6	Work/Life Balance	Promote conditions of the Local Government (State) Award, Clause 22 Phased Retirement of the opportunity to purchase additional leave by employees.	On-going	Team Leader Human Resources
3.6	Work/Life Balance	Research family friendly best practice organisations and develop recommendations for implementation.	September 2014	Team Leader Human Resources
3.6	Work/Life Balance	Promote and monitor home based work procedures.	On-going	Team Leader Human Resources
3.6	Work/Life Balance	Research carer friendly best practice organisations and develop recommendations for implementation.	September 2014	Team Leader Human Resources

	Strategy	Action	Complete by (date)	Responsible Person
3.6	Work/Life Balance	Employees to be encouraged to participate in community groups and associated committees.	Ongoing	All Managers
3.7	Organisation Culture	Develop and implement organisational values that translate into behavioural outcomes to drive the development of our brand and culture.	October 2014	MANEX
3.7	Organisation Culture	Develop an award program for recognition of performance to promote the concept of "Look good, feel good, done right" into all activities and services.	December 2014	Team Leader Human Resources
3.7	Organisation Culture	Develop and implement a succession plan for all key positions across the organisation that addresses external recruitment, professional development and mentoring of existing staff over a specific timeframe to meet anticipated retirements and future skill shortages.	June 2014	Team Leader Human Resources
3.7	Organisation Culture	Pursue industry awards on a project type basis utilising Aspiring Leaders program.	Ongoing	All Managers
Review & Monitor				
	Staff Induction Period	Review the system of Probationary reviews for new employees to provide two way performance feedback and measure the success of recruitment exercises.	December 2014	Team Leader Human Resources
	Employee Retention Trainees	Facilitate an annual review of traineeships, including graduated trainees, to develop strategies to reduce trainee turnover.	October 2014	Team Leader Human Resources
	Establishment Listings	Facilitate a comprehensive review of positions and services to determine optimum staffing levels based on budget and workload fluctuations prior to the next major structural review.	June 2015	MANEX
	Employee Attitude Survey	Analyse the results of the employee attitude survey and develop relevant outcomes in conjunction with Consultative Committee.	April 2014	MANEX

BEST PRACTICE HUMAN RESOURCE MANAGEMENT

With an understanding of the organisational direction and challenges of Council, an important stage of the Workforce Management Strategy is to plan appropriate Human resource actions that will move the organisation towards best practice human resource management.

The involvement of Human Resources in integrated service planning will ensure the organisation's service objectives are achieved within the Council's challenging operating environment in the practice areas of:

- People Planning and Analysis
- Recruitment and Placement
- Workplace Relations
- Injury Prevention and Management
- Workplace Diversity
- Performance Management
- Learning and Development
- Culture and Values

	Desired Outcome	Description	Key Elements
People Planning and Analysis	Human resource principles and practices are integrated into business and resources planning, and the size, shape and mix of the workforce is balanced and managed to meet Council objectives	The process of shaping the workforce to ensure that it is capable of delivering organisational objectives now and in the future	<ul style="list-style-type: none"> • Workforce forecasting • Workforce and capability profiling • Succession planning/development • Workforce data analysis
Recruitment and Placement	Streamlined and cost effective recruitment and placement of suitably qualified staff to meet business goals.	The process of sourcing and selecting people efficiently and effectively to fill employment vacancies and capability gaps	<ul style="list-style-type: none"> • Effectively promote vacancies • Selection on merit • Effective allocation and placement of people
Workplace Relations	A legal, policy and structural framework that provides for flexible and responsive people management policies, practices and conditions supporting the employer of choice	The framework and processes used to manage the employment relationship and to develop and maintain entitlements and conditions.	<ul style="list-style-type: none"> • Employment framework, arrangements and contracts • Communication and consultation • Remuneration and conditions • Payroll and conditions administration • Grievance and dispute resolution
Injury Prevention and Management	Work health and safety risks are identified, managed and monitored to maximise the health, safety and welfare of employees and to limit any adverse impact on organisational performance	The ongoing proactive management of the health, safety and welfare of employees at work.	<ul style="list-style-type: none"> • Workplace safety risk identification and assessment • Workplace safety consultative committee • WHS awareness training Injury prevention programs • Health and well being program • Personal injury case management
Workplace Diversity	Organisational performance and employee satisfaction are enhanced by practices that appreciate and optimise the diverse skills, talents and backgrounds of its employees.	The practices and approach of taking account of, and utilising, personal differences to improve organisation performance.	<ul style="list-style-type: none"> • Workplace diversity awareness and education programs • Annual employee opinion surveys • Workplace diversity committee
Performance Management	An accepted and trusted performance management and recognition system and supporting culture.	The framework and mechanism that aligns individual objectives and business unit objectives, that provides monetary and non-monetary incentives and recognition for employees who achieve business/department objectives and allows for managing of underperformance	<ul style="list-style-type: none"> • Agreed objectives and accountabilities • Open, honest and regular performance feedback • Reward and recognition • Managing underperformance through training, counselling and coaching • Salary system supportive of progression for skills/competencies and reward for performance
Learning and Development	Development programs ensure skills and knowledge are retained and	The process of identifying development needs at business	<ul style="list-style-type: none"> • Skills, knowledge and development including:

	enhanced, while reinforcing the skills which leaders and managers influence the behaviour of others to support fulfilment of the business strategy.	unit and individual levels, and providing programs to develop skills and knowledge to bridge gaps in skills or behavioural requirements.	<ul style="list-style-type: none"> • Leadership and manager development • Induction • Personal and professional development
Culture and Values	An appropriate workplace culture is fostered that provides the highest level of service and responsiveness to both internal and external customers, while being accountable, fair, displaying integrity and striving for the highest levels of efficiency and effectiveness	Identifying current and desired workplace culture and initiating programs to support and develop constructive behaviours and workplace climate.	<ul style="list-style-type: none"> • Defining and communication values • Embedding an ethical and achievement oriented culture • Mapping and monitoring culture

MONITOR AND REVIEW

The Workforce Management Strategy for Kempsey Shire Council must be a living document which is reviewed regularly. It is proposed that it be reviewed and updated annually, so that the strategies currently in place to provide a sustainable workforce can be examined for possible adjustments.