



# **WORKFORCE PLAN**

## **2012 – 2016**

# INTRODUCTION

## Aim

A strong, diverse, committed and motivated workforce is at the core of any successful business. Getting the right people into the right jobs is paramount and requires a commitment to attract, develop, retain and recognise talented and motivated employees who are aligned with our **Vision** and **Values**.

Junee Shire Council is a multi-faceted organisation, with a number of functions and operations. Accordingly, we require a diverse workforce that is capable of delivering positive outcomes for the organisation and to help us grow the community. We are however faced with many challenges; including a large proportion of our existing workforce nearing retirement and recruiting the next generation of skilled specialist staff.

We need to ensure our staff are 'fit for the future' so that we can deliver our community's priorities. We need to involve our staff and support them in learning new ways of working.

This Workforce Management Strategy aims to support Junee Shire Council in achieving the skilled, motivated, flexible and diverse workforce it needs, to deliver value for money services that make a difference to our local community, while at the same time maintaining our position as an employer of choice.

## Workforce Planning Benefits

It is anticipated that this Strategy will deliver the following benefits:

- Identification and reduction of potential skills shortages earlier than might otherwise be the case.
- Development of workforce skills that take time to grow.
- Recruitment and development of staff to meet future needs
- Improvement of efficiency, effectiveness and productivity.
- Response to changes in the labour market.
- Appropriate steps to retain and strengthen Council's workforce for delivery of services.
- Identification of staff development needs.

- Job satisfaction.
- Identification of potential problems and management of risk.

This Workforce Management Strategy is one of the resourcing strategies that address the requirements in the Community Strategic Plan (CSP). In doing so, it is informed by the CSP especially the Council's **Vision** and **Values**.

## **Vision**

*“Junee will be a great place to live, with a healthy civic pride. That will come about because the amenity of the shire – social, recreational, cultural, environmental and visual – is the best quality possible given our circumstances. There will be an increase in population because of this, with the increase made up of people who are net contributors to the community.”*

*“Junee will be prosperous and existing services and businesses will have been preserved and grown. The shire will have economic development strategies recognising the different circumstances of urban and rural areas.”*

*“Junee will be a place where innovative, responsive leadership and management occurs in all facets of community life.”*

*“It will be an independent Local Government area with a strong sense of identity.”*

## **Values**

**Proud and welcoming** – we are proud of our shire and as a friendly community we encourage and support new residents and business owners.

**Innovative and progressive** – we welcome new ideas and we seek to make changes that will improve the lifestyle of our community.

**Inclusive** – we have a perspective broader than the shire boundary; our regional focus means we are tuned to the opportunities available through co-operation and partnerships.

**Leadership and wisdom** – we listen and act; we are prepared to take tough decisions in the best interests of the future of our people, our place and our economy.

## FRAMEWORK

The Workforce Plan must complement the other resourcing strategies within the Integrated Planning and Reporting Framework.

- **Community Strategic Plan** – identifies the community's main priorities and aspirations for the future and outlines strategies for achieving these goals.
- **Delivery Program** – describes the activities we will undertake over the next four years to achieve our long term goals and outcomes.
- **Operational Plan** – outlines the details of the specific projects and activities that will achieve the commitments outlined in the Delivery Program.



The Workforce Management Strategy, together with the Council's Asset Management Strategy, Asset Management Plans and Long Term Financial Plan, provide the resources necessary to achieve the Delivery Program.

The Workforce Management Strategy aligns with and supports Junee Shire Council's other key planning documents to ensure that we have a capable, professional, engaged and sustainable workforce, in order to deliver on our commitments to the community. The Workforce Management Strategy is designed to cover a rolling four-year period, however it also focuses on specific outcomes required in the next 12 months.

## JUNEE SITUATION

Junee Shire is a rural shire of 6283 people and 2045 square kilometres on the South West Slopes of New South Wales. The township of Junee is 41 kilometres from Wagga Wagga. The Junee township has a population of 4650 including the inmate population of the Junee Correctional Centre of 700. There are four villages: Bethungra, Illabo, Old Junee and Wantabadgery.

Junee is not typical of rural shires in New South Wales. That is, because of the proximity of the Shire to Wagga Wagga, the rural sector does not rely on the township for services to the same extent as happens in shires more remote from regional centres. The notion of the “sponge centre” is very evident in our case. But the proximity also has substantial recruiting attraction and other advantages which Junee has benefited from.

Junee Shire Council must take note of the changing labour market environment, even if it has seemed remarkably immune to it up until now. There is a growing trend around us of people being more nomadic throughout their working life and the recruitment, training and most productive employment has assumed a much greater importance in the delivery of services by local government to the Community.

## ORGANISATION

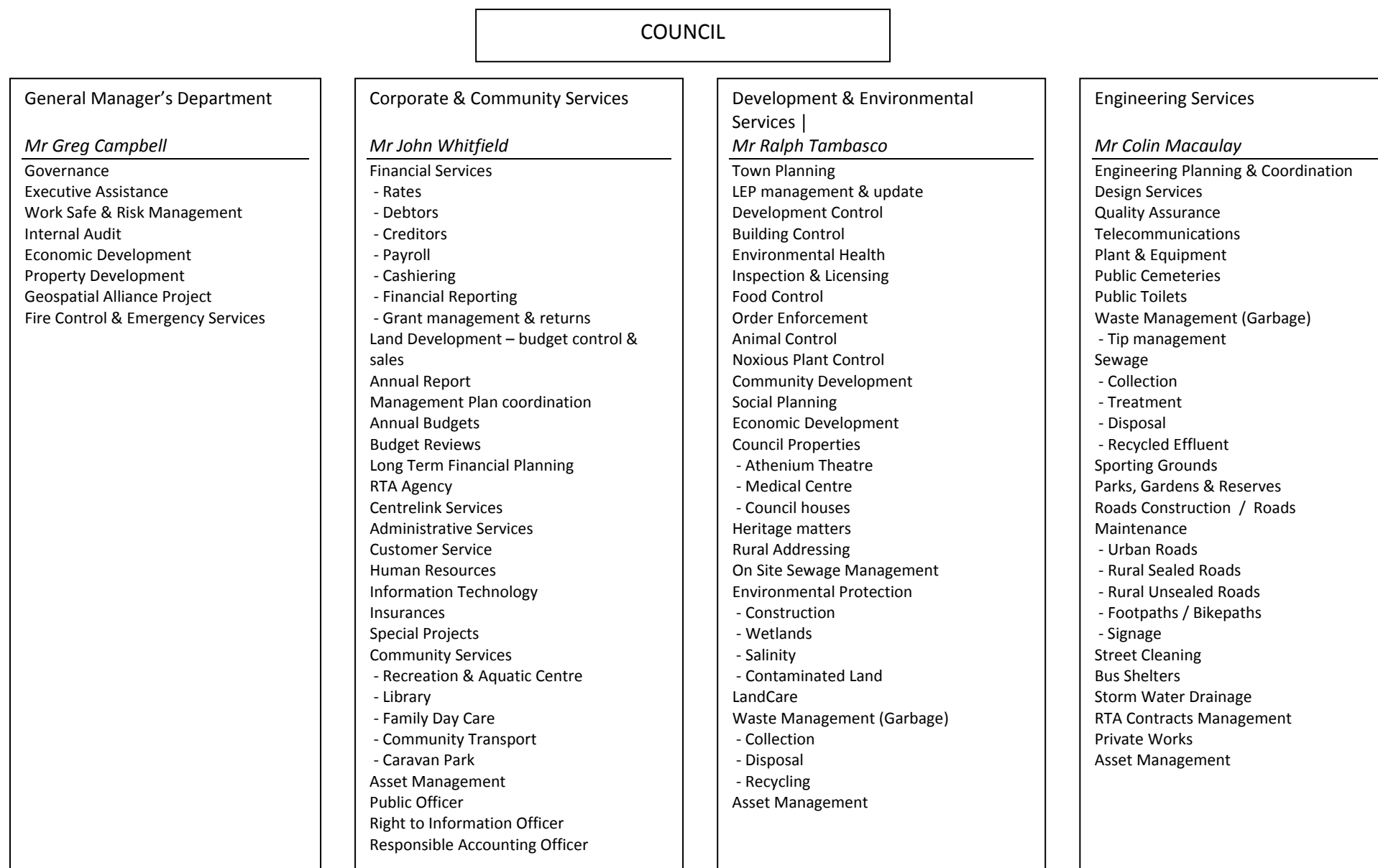
Junee Shire Council has four departments: General Manager, Corporate and Community Services, Development and Environment Services and Engineering Services. The General Manager and the three Directors make up the Management Team.

The Council has determined the following Service Areas within each Department:

<b>General Manager</b>	
1.1	Governance & General Manager
1.2	Fire Control Services
1.3	Economic Development
1.4	Geospatial Alliance Project
<b>Corporate &amp; Community Services</b>	
2.1	Finance
2.2	Corporate Services
2.3	Administration Building
2.4	Family Day Care
2.5	Community Transport
2.6	Public Library
2.7	Recreation Centre
2.8	Caravan Park

<b>Development &amp; Environmental Services</b>	
3.1	Building control, Public Health & Food Control
3.2	Noxious Plant Control
3.3	Animal Control & LG Regulations
3.4	Community Development & Services
3.5	Housing
3.6	Town Planning & Building Control
3.7	Environmental Protection
3.8	Garbage
3.9	Public Halls and Buildings
3.10	Business Undertakings
<b>Engineering Services</b>	
4.1	Engineering Infrastructure
4.2	Operational Services Provision
4.3	Plant & Equipment
4.4	Public Cemeteries
4.5	Public Conveniences
4.6	Sewerage
4.7	Sporting Grounds
4.8	Parks and Gardens
4.9	Urban Sealed & Unsealed Roads
4.10	Rural Sealed Roads
4.11	Rural Unsealed Roads
4.12	Drainage Infrastructure
4.13	RMS Works
4.14	Street Lighting
4.15	Property Development
4.16	Private Works

Thus the organisation as the most appropriate to enable the Council to achieve its objectives for the 2012/2013 year is depicted:



## WORKFORCE PROFILE

June Shire Council employs some 76 across its diverse range of functional areas.

The status levels as at April 2012 were as follows:

Status	Number of Staff
Permanent Fulltime	58
Permanent Part-time	7
Apprentices/Trainees	2*
Casuals	13
<b>TOTAL</b>	<b>76</b>

\* Counted as permanent full-time

Demographic profiles are attached:

- Overall age profile – Appendix 1
- Male age profile – Appendix 2
- Female age profile – Appendix 3
- Outdoor age profile – Appendix 4
- Indoor age profile – Appendix 5

### Notes:

- Two permanent part-time positions are filled by apprentices engaged on a labour hire arrangement.
- All but one of the casual staff are Recreation Centre staff; the other is at the library.
- The part-time staff are from the Recreation Centre (2), Library (2), Family Day Care (2) and Community Transport (1).

Crude analysis indicates:

- The proportion of females as part of overall workforce is relatively low at 37%.
- The proportion of females as part of the full-time workforce is even lower at 27%.
- All but one of the part-time positions are held by females.



- The age profiles slim steadily upwards to 67 for males and 53 for females; there is no bell-curve effect as can be found in other councils. What might be seen as a predictable outflow from the workforce is tempered by different circumstances including superannuation.
- The full-time workforce is age-grouped as follows:

	<b>Overall</b>	<b>Male</b>	<b>Female</b>
< 20 years	2	2	0
21 – 25	1	1	0
26 – 30	6	3	3
31 – 35	4	3	1
36 – 40	4	2	2
41 – 45	12	7	5
46 – 50	7	4	3
51 – 55	13	13	0
56 – 60	6	6	0
> 61	3	3	0
<b>TOTAL</b>	<b>58</b>	<b>42</b>	<b>16</b>

- There is a curious ‘cohort’ effect with the ages among the males. Again, any simplistic prediction of workers’ departure is bound to be flawed.

A separate analysis reveals that 13 staff are on defined benefit superannuation schemes with the remainder on accumulation schemes. Typically, people on defined benefit schemes will retire 4 – 5 years earlier than those on accumulation schemes.

The Council has a further detailed layer of analysis which was achieved by an employee attitude survey in March/April 2012. This will enable responsive and proactive human resources into the future.

## ISSUES

### Gender Balance

It is highly desirable to increase the proportion of women in the workforce with the full gamut of EEO characteristics, and trying to recruit for non-traditional functions. The trouble is there are very few recruiting opportunities at all, let alone opportunities for innovative recruitment.

**Strategy:** To recruit women to positions whenever opportunities occur, other things being equal.

### Longevity

The permanent full-time workforce has an average length of service of 14.7 years. This is relatively high and indicates a high level of stability. It fosters the virtues of institutional knowledge and job skilling through experience. It also saves on recruiting costs. It generally means that there is always someone to step up to a vacant position. However, because those vacant positions are so few and infrequent a sense of frustration can occur.

It can be seen that the workforce is lacking young people and this is a result of the high stability; the older are crowding out the young looking for opportunities in a workplace such as ours.

**Strategy:** While providing the conditions for the experienced employees to maintain their productivity, take opportunities that vacancies provide to refresh the workforce from below with younger people – other things being equal.

### Critical Positions

The following may be categorised as critical positions in terms of ease of recruitment.

- Director Engineering Services
- Assistant Engineer
- Director Community and Corporate Services
- Financial Accountant/Manager
- Director Development and Environmental Services
- Building Surveyor
- Works Engineer
- Waste Water Operator
- Grader Operators

These are the positions where there is a shortage industry wide. Junee has not historically not had too many difficulties in recruitment generally because of its inherent attractiveness and proximity to a regional centre. But shortages are shortages and they point up the desirability of 'growing your own'. Junee Shire Council has not had a particularly consistent record in this except for parks and gardens. It has had conspicuous success with an engineering student placement and would be anxious to repeat that.

### **Strategies:**

- Wherever feasible, nurture our own talent by way of student placements (engineering), traineeships (building surveying for example) and apprenticeships (waste water operations and parks and gardens for example). Otherwise, it is a matter of continuing a successful 'off the shelf' policy of recruitment.
- Provide study leave and financial support for career development in accordance with policies.
- Provide structured and specialist training programs.

### **Retention**

Retention has not generally been an issue but Junee Shire Council needs to complement its desirable location and amenities with preferred employer status and the retention of high quality employees.

### **Strategies:**

- Continue to provide a nine-day fortnight
- Provide flexible working hours where necessary
- Ensure that pay and conditions are competitive
- Enrich and enlarge jobs wherever feasible
- Transfer knowledge to appropriate staff in order to enable the Council's succession plans.

## **Work Health And Safety**

Junee Shire Council has an enviable record compared to other council workplaces, and it wants to keep it that way.

### **Strategies:**

- Vigilant approach to workplace safety and risk management
- Active OH & S Committee that works to reduce workplace hazards
- Continuation of employee assistance program

## **Working Conditions**

Junee Shire Council's workplace is ageing and suffers by comparison with other council workplaces around the region. There can be no major improvements to this because of resource restraints, but there should be a process of continuous incremental improvements to improve the status.

### **Strategies:**

- Maintain buildings in good condition to facilitate staff working conditions
- Keep abreast with modern technology to ensure high standards are retained
- Regularly upgrade computer systems
- Maintain a modern fleet including construction equipment, vehicles and miscellaneous plan

## **Gauging Success**

Junee Shire Council has set a base line with a major employee attitude survey in March/April 2012. There is a need to continue that survey process and complement that with other actions.

### **Strategies:**

- Iterate the employee attitude survey where possible
- Conduct and document exit interviews
- Conduct regular employee appraisals

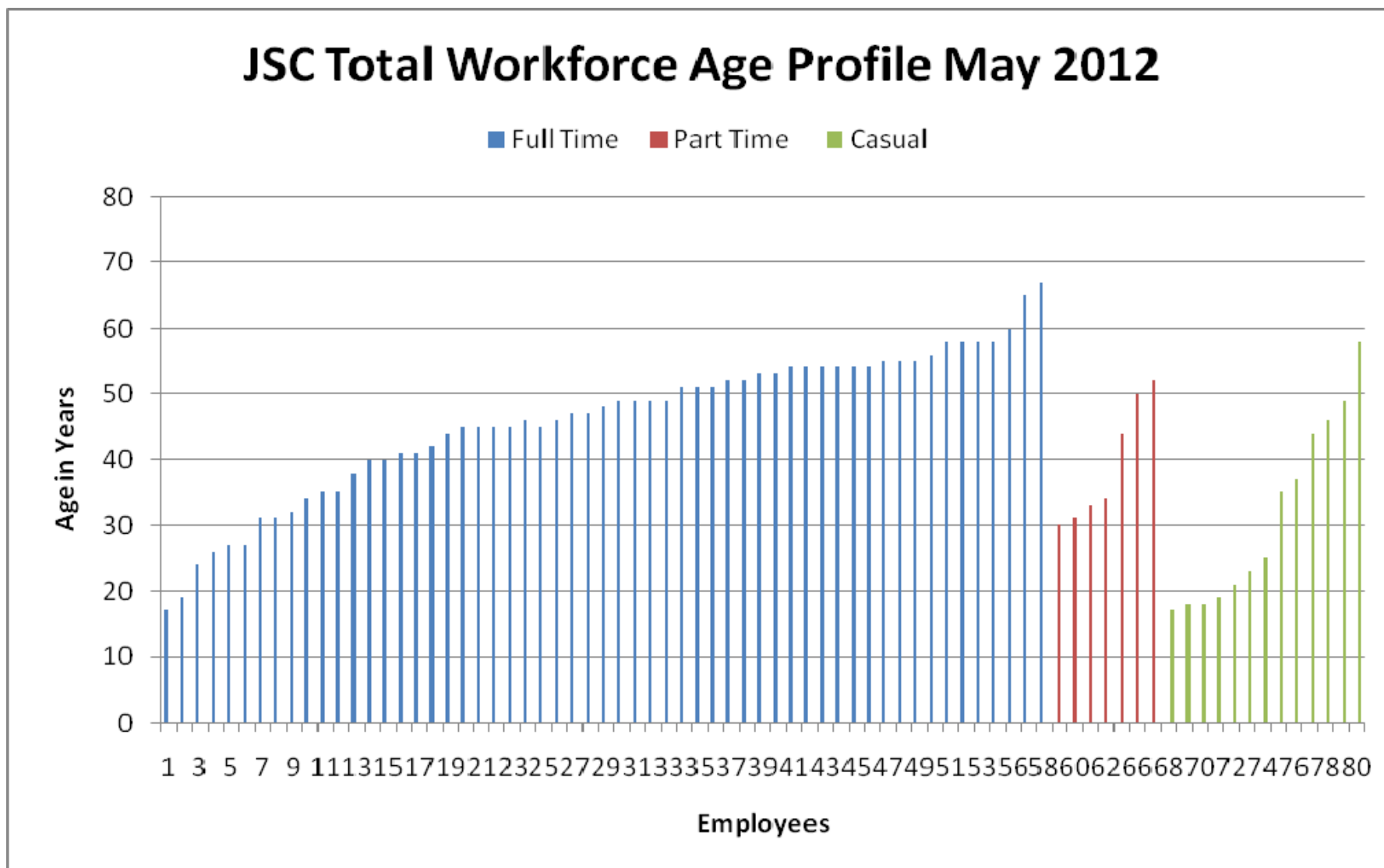
## **Conclusion**

This Workforce Plan should also be read in conjunction with the Council's various staff policies which expand on its obligations towards employees. This Plan provides the opportunity to achieve its Delivery Program, to complement the other resourcing plans and to be a vital document in itself. It may be reviewed at any time but in any case at least every two years from the date of adoption.

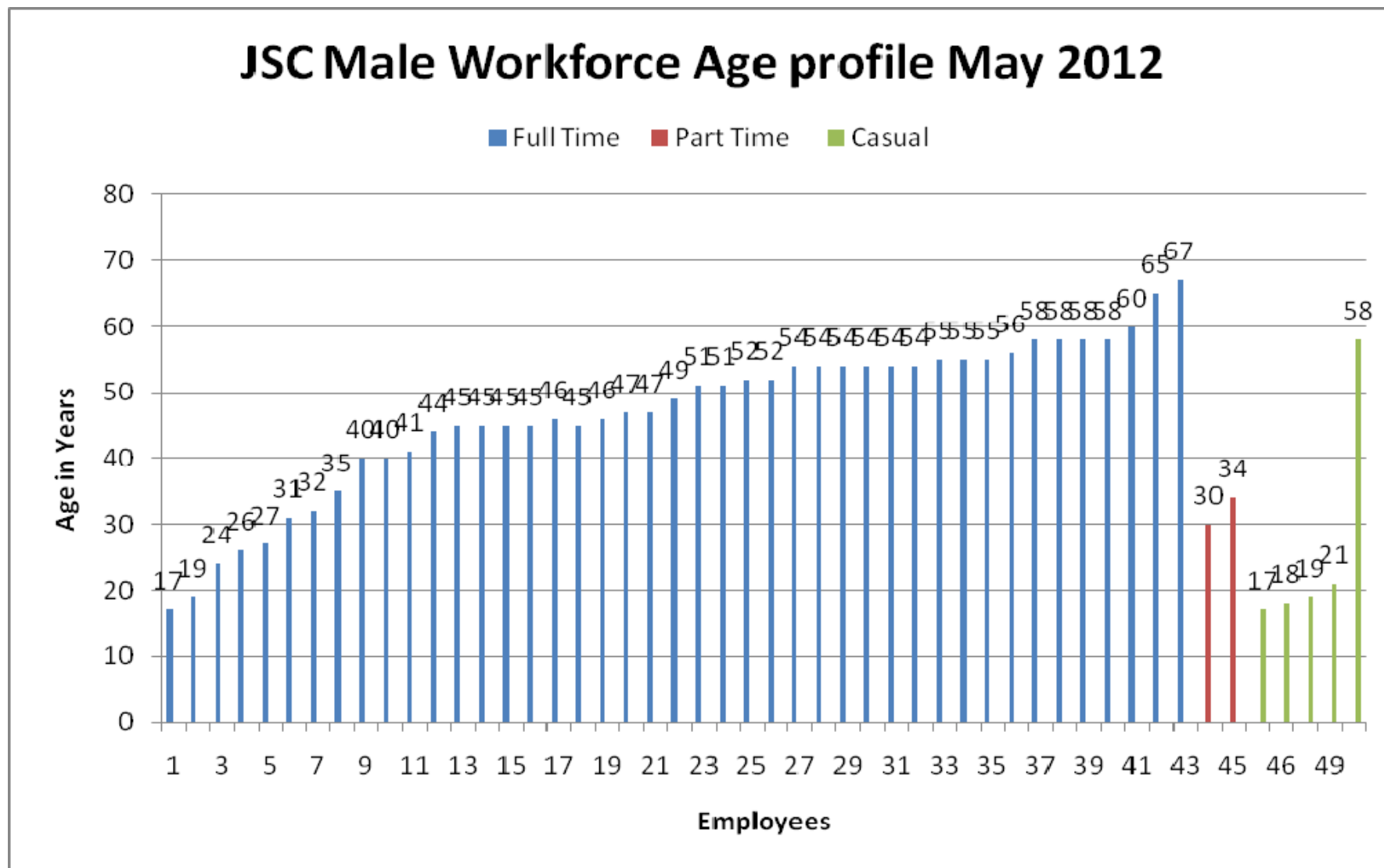
GFS Campbell  
General Manager

29 May 2012

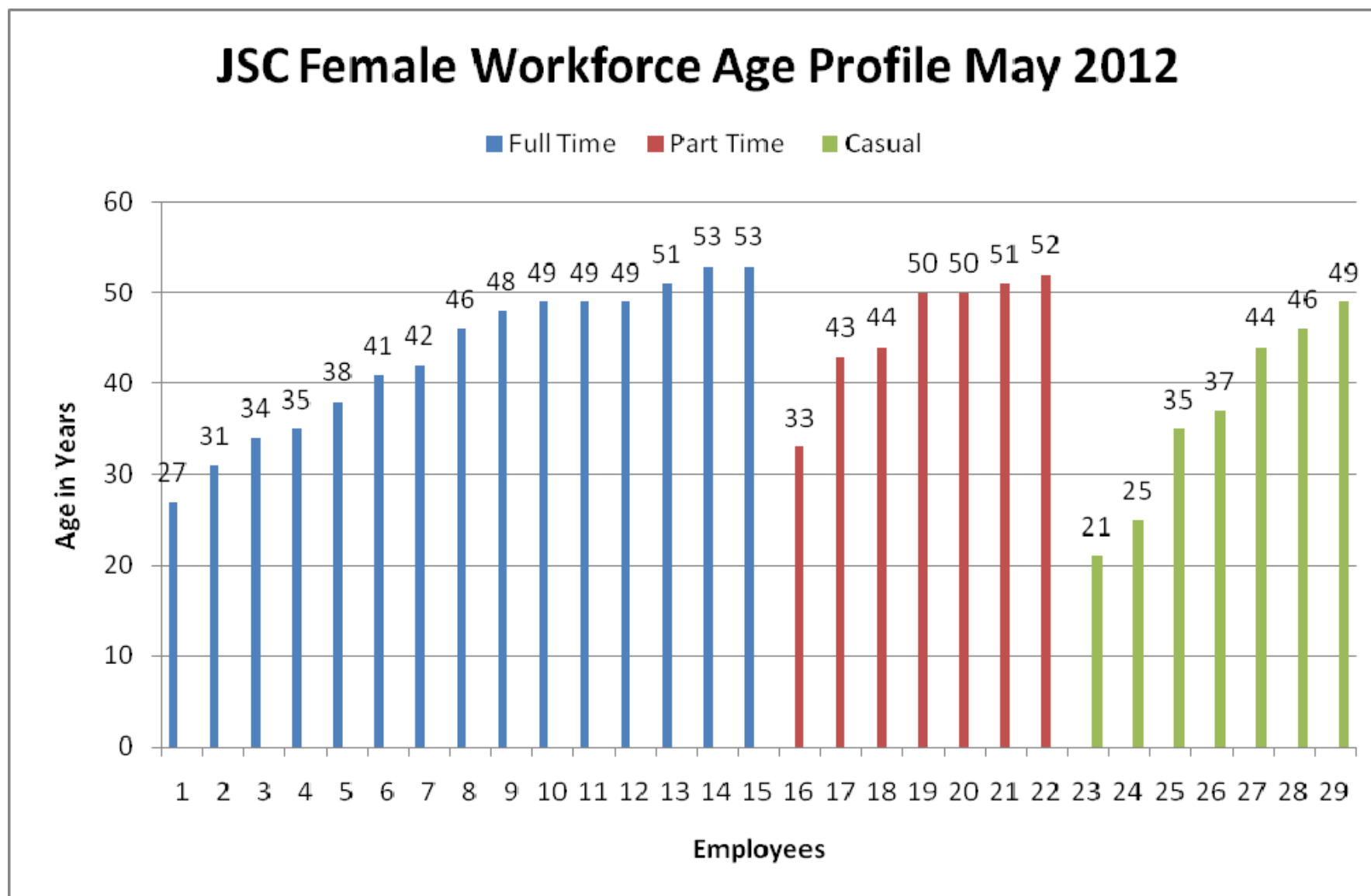
## APPENDIX I



## APPENDIX 2



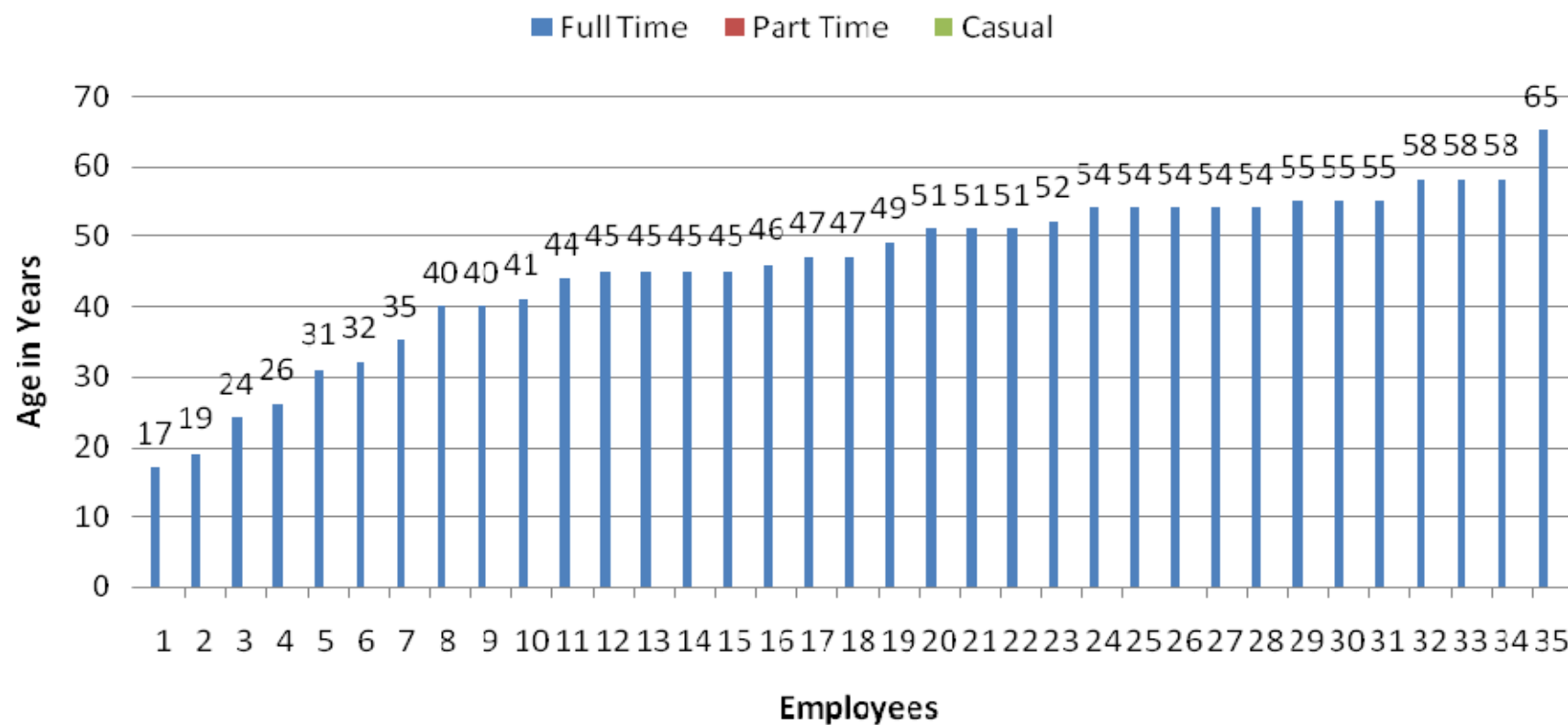
## APPENDIX 3





## APPENDIX 4

### JSC Outdoor Workforce Age Profile May 2012 (Recreation Centre Workforce Excluded From Graph)



## APPENDIX 5

### JSC Indoor Workforce Age Profile May 2012 (Recreation Centre Workforce Excluded From Graph)

