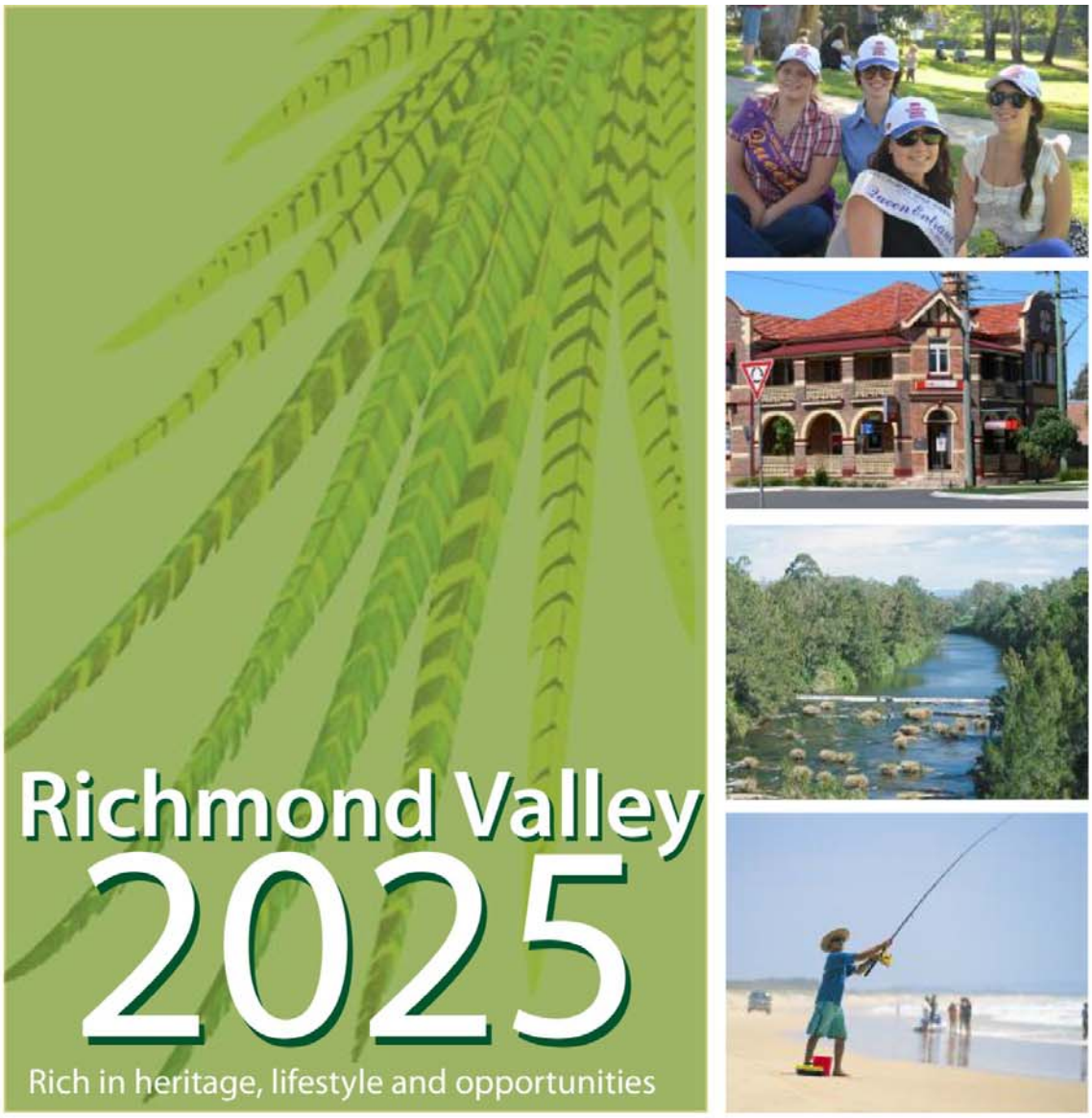


Workforce Strategic Plan
2013/2017

Resourcing Strategy
Appendix F

Adopted 21 May 2013

Contents

Executive summary.....3

Workforce strategic planning in context.....4
IPR Framework
Scope of Workforce Strategic Plan

Workforce planning within a broader context.....5
Availability of labour
Global labour markets
Economic outlook
Local government sector
Local government review
Northern Rivers growth and competing demands

Richmond Valley Council workforce.....7
RVC organisation structure
RVC demographics
RVC staff retention
Availability of local staff

Community Strategic Plan workforce requirements.....14

Strategies to meet future workforce needs.....17

Human Resources Workforce Strategic Plan.....18

Executive summary

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.

We are a multi-faceted organisation, with a significant number of functions and operations. Accordingly, we require a diverse workforce which is capable of delivering positive outcomes for the organisation and to help us grow the local government area.

Locally and as an industry we are facing many challenges. Locally, the demographics of the Richmond Valley local government area (LGA) presents a unique challenge to the recruitment of suitable staff, especially as a large proportion of our existing workforce looks forward to retirement.

Richmond Valley Council's Workforce Strategic Plan is focused on attracting and retaining quality people, including trainees, managing risk associated workplace activities and investing in developing our leaders and recognising and rewarding our high performers.

We need to take our people with us to create the "fit for the future" we need to deliver our communities' priorities. We need to involve our staff and support them in learning new ways of working.

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

John Walker
General Manager

Ernie Bennett
Mayor

Workforce strategic planning in context

Integrated Planning & Reporting Framework

Richmond Valley Council's integrated planning framework comprises the following plans/programs:

- **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 which will achieve the commitments outlined in the Delivery Program.

Fig. 1. Integrated Planning & Reporting Framework

- **Workforce Strategic Plan** - forms part of the resourcing strategy, helping to ensure the community's strategic goals, as expressed in the Community Strategic Plan, are met by having the right people, with the right skills available at the right time.

Consistent with that view, Richmond Valley Council is well advanced in a review of the organisational structure each functional area of the organisation will live by.

The Workforce Strategic Plan, together with the Asset Management Strategy and Long Term Financial Plan, provides the resources necessary to achieve the Delivery Program.

The Workforce Strategy aligns with and supports Richmond Valley Council's other key planning documents to ensure we have a capable, professional, engaged and sustainable workforce, in order to deliver on our commitments to the community.

The Workforce Strategic Plan is a rolling four-year program with review and adjustment as necessary every 12 months.

Scope of workforce strategic plan

Section 403 of the Local Government Act 1993 requires Council to have a long-term resourcing strategy to achieve the objectives established by the Community Strategic Plan. In developing the Workforce Strategic Plan considerations have been given to:

- the availability of labour from a number of perspectives;
- the motivators behind and reasons for staff "separations";
- the availability of staff from a local perspective;
- age of existing staff and retirement intentions;
- changing demands placed on local government employees; and
- community expectations as expressed in the Community Strategic Plan.

The Workforce Strategic Plan seeks to reduce the impact of Council's ageing workforce, review Council's recruitment strategies including succession planning and retain Council's corporate knowledge.

Workforce planning within a broader context

Council's capacity to have the right number of people, with the right skills available at the right time is influenced by the following:

Availability of labour

For the past decade it has been recognised that local government has experienced a skills shortages in a number of professional areas. This resulted in the National Survey of Skills Shortage being undertaken by the Local Government Managers Association.

Research reported planners, engineers, environmental health officers, building surveyors and tradespeople made up the greatest area of skills shortage as evidenced by the lack of applicants.

Reasons for the shortages include limited supply from tertiary institutions, fierce competition from the private sector especially in the form of higher salaries and a lack of “attractiveness” of local government as an industry.

Skills shortages among the engineering profession are caused by: the high-level of mining activity, although this is expected to soften; the level of civil engineering-based construction in Queensland; difficulty in attracting candidates to rural locations; and uncompetitive rates of pay together with inadequate investment into training and promotion among schools.

On the other hand, the global financial crisis (GFC) is still having a negative impact on economic activity generally and this has slowed turnover of staff and, therefore, lessened the impact of a skills shortage.

The ongoing poor economic condition continues to delay the retirement intentions of some workers, as their superannuation funds regain value lost during the worst of the GFC.

A NSW Department of Premier & Cabinet report released in October 2010 indicated that 76 per cent of those due to retire in 2009/2010 had delayed their retirement and 30 per cent of the respondents wished to work part-time prior to official retirement.

Significantly, 60 per cent of respondents indicated they intended to work part-time after their official retirement date and such a trend should auger well for local councils wishing to retain access to critical professional skills over the next decade.

The economic climate has not changed that much to alter this reticence to leave employment.

Also the federally-funded capital investment programs used to maintain an economic stimulus during the GFC have now concluded and this has seen some engineering professionals return to local government.

Global labour markets

It is necessary to consider global labour markets in any Workforce Strategic Plan as every organisation is now subject to global influences. For example, relocation of call centres off-shore has depleted this growth industry in Australia and the Federal Government's promotion of temporary work visas to meet skills shortages in nominated industries.

Just as the mining industry may attract workers to the iron ore fields of Western Australia or the coal fields of Queensland, an option for this Council in the future may be to sponsor unique skills from overseas.

Economic outlook

As noted, the period post GFC continues with economic uncertainty. Economic forecaster BIS Shrapnel (30 April 2013) suggests a decline in mining investment will drive a downturn in the construction sector of 20 per cent over the next four years.

The construction sector is traditionally a barometer of economic activity within Australia.

The Reserve Bank of Australia has set interest rates at record lows and until there is an improvement in economic activity employees are less likely to seek alternative employment, preferring to have the stability of their current position.

Such influences may enhance the prospects of Council retaining staff but, with an ageing workforce this presents fresh challenges to the Workforce Strategic Plan and limits the number of people in the job market.

Local government sector

Local government is a complex service industry, particularly in regional Australia and faces many challenges which have the potential to adversely impact on our Workforce Management Strategy.

As a service provider and employer, local government is subject to an array of acts and regulations, far more so than the average medium-sized business and is currently operating in an uncertain future in light of the NSW Government's Independent Review Panel deliberations.

Combined with the too pervasive poor image the current challenges facing local government in NSW makes it difficult to position Council as an "employer of choice" as part of its recruitment strategy.

Local government review

The NSW Government created the Independent Local Government Review Panel with a view to create "a more sustainable system of democratic local government that has added capacity to address the need of local and regional communities. There are two key elements to this statement".

The first sustainability reflects the focus on councils to be economically viable enterprises acting on behalf of the communities they represent. From the financial analysis of councils reported to date amalgamation of some is inevitable.

The second relates to local government developing added capacity to meet the needs of the communities they represent. Added capacity can not be delivered by reactive approaches to these challenges.

All staff and particularly those with leadership roles will need to adopt more flexible approaches to their work, to anticipate what is over the horizon, to be innovative and focus on best practice options.

Most staff categories, apart from professional groups identified earlier as a skill shortage, are readily available within the Northern Rivers area through local advertising and recruitment.

A closer examination of Council's current staffing and the availability of that local labour is warranted.

Northern Rivers growth and competing demands

The Northern Rivers region of NSW, which incorporates the Richmond Valley, enjoys an enviable reputation as a regional destination for tourists, retirees, proximity to markets and a great place to work and raise a family.

The Northern Rivers is also serviced by the Kyogle, Lismore, Ballina, Byron Bay and Tweed local government areas, all being within one and half hour's drive from each other and, therefore, potentially quite competitive for staff resources.

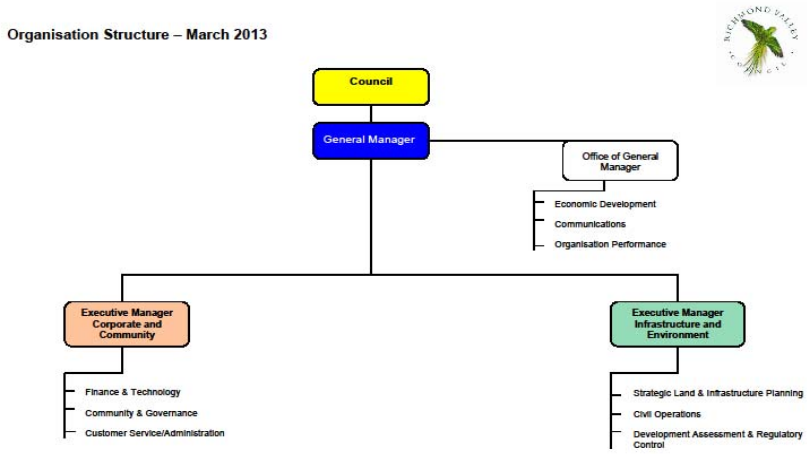
Under Local Economy of the CSP it states that Council will have a proactive philosophy to develop, promote and support all business, industry and agriculture sectors with a view to provide local employment opportunities. This objective of the CSP results in Council competing in a limited local employment market together with the challenge to raise the competency of staff to assist in business development.

Richmond Valley Council current workforce

RVC organisation structure

The primary functional groups for services delivery within the Richmond Valley local government area are structured as set out below.

Fig. 2. Richmond Valley Council Organisation Chart



Report to the Ordinary Meeting of Council – March 2013

The above organisation structure recently adopted by Council is a move away from distinct departmental functional responsibilities, which can promote a silo mentality and poor communications to a more blended approach.

Such a structure encourages staff to work across the different business units and promotes lateral communications.

Previous experience has shown that such streamlined structures has given managers more authority and empowerment to perform their roles.

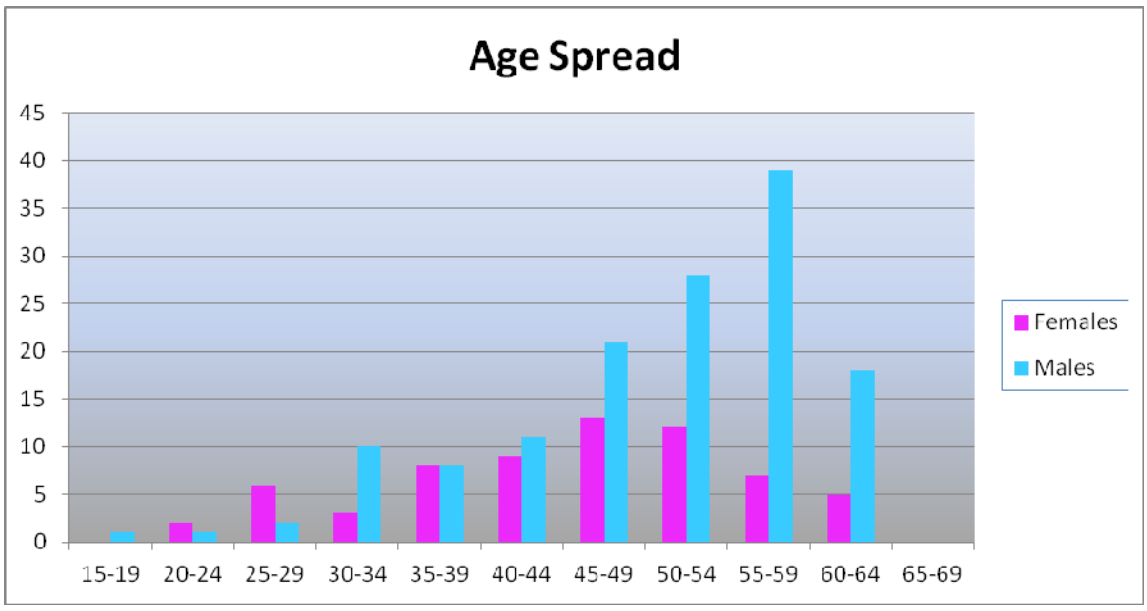
With that empowerment managers are also required to accept increased levels of responsibility.

RVC staff demographics

At first glance the age skew of RVC employees towards being an older workforce is readily apparent, particularly amongst the male population.

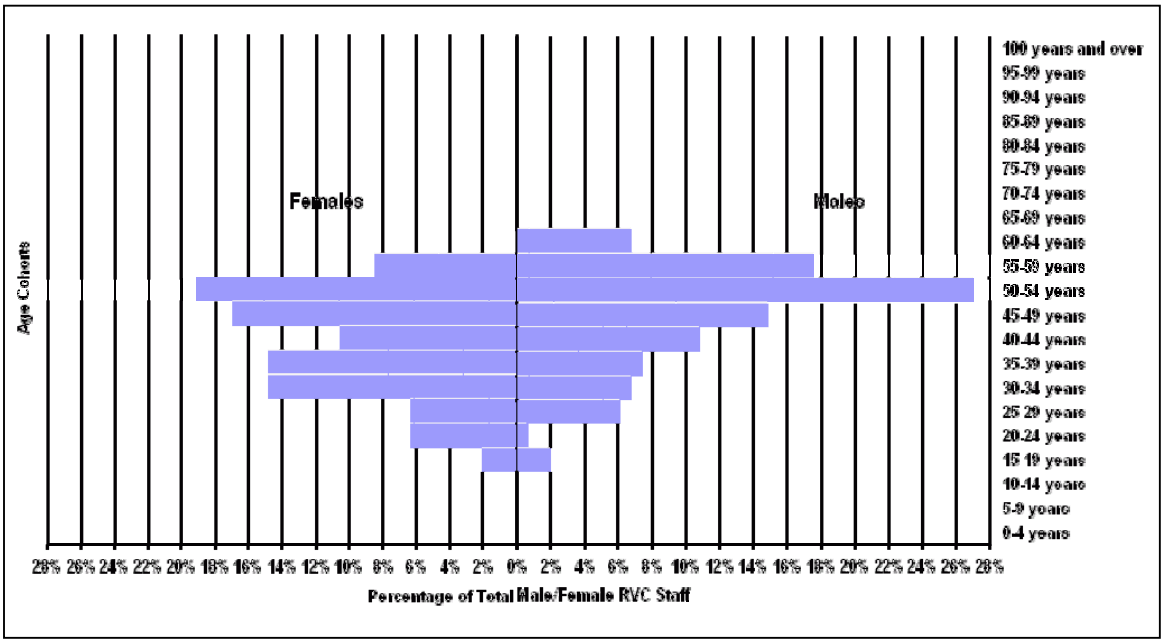
Although the number of female staff overall is smaller, this cohort does not escape the "influence of ageing".

Fig. 3. staff demographics



RVC by Age and Sex as at 29 April 2013

Fig. 4. percentage distribution of female/male staff numbers



NOTE: The above represents the age distribution of each male and female cohorts, not a percentage of total staff numbers.

RVC staff retention

More critical is the risk factor of loosing trained professional staff and managers.

Fig. 5. Percentage Distribution of Female / Male Staff Numbers at Grade 10 and above

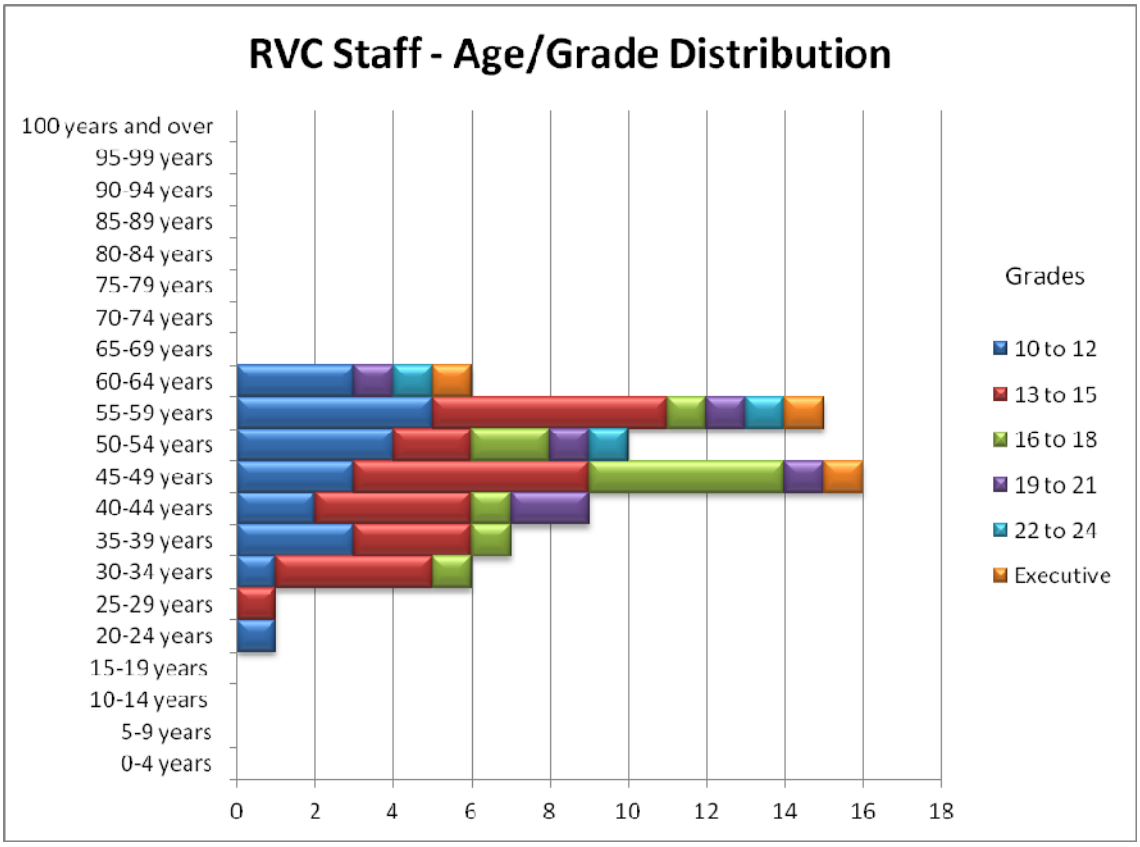


Figure 5 above shows the age profile of what are considered critical skills within Council.

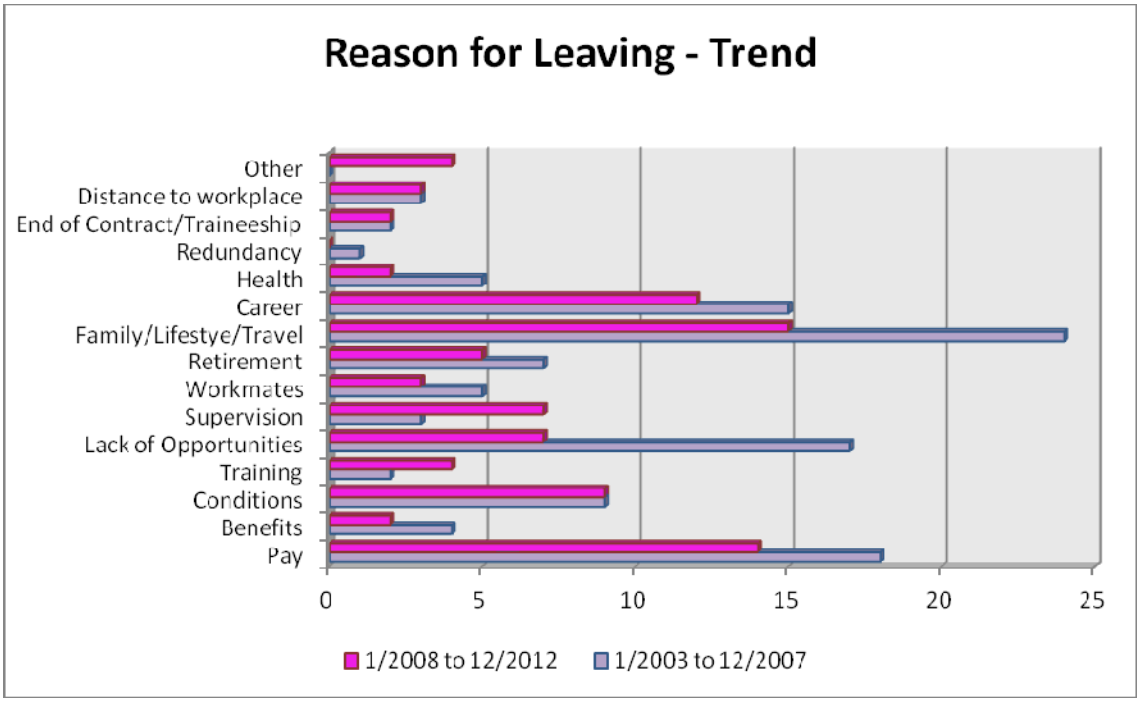
These positions are considered "critical" skills as they are drawn from the professional, university trained and para-professional groups, together with those operational supervisors and managers who bring extensive experience to their roles.

Closer examination shows there are three staff in senior positions approaching the traditional retirement age.

What is noticeable is the relatively few staff of critical skills in the age bracket of impending retirement compared to the age distribution shown at Fig. 3; that is not to say retirement or vacancy could not occur at any time.

However, it was previously shown the older the worker the less likely he or she is to change their employment pattern. Therefore, it is worthwhile investigating the "risk of staff loss" by examining the termination trends of staff exiting RVC over the past three years.

Fig. 6 reason for leaving



	Pay	Benefits	Conditions	Training	Lack of Opportunities	Supervision	Workmates	Retirement	Family/ Lifestyle/Travel	Career	Health	Redundancy	End of Contract/ Traineeship	Distance to workplace	Other	Total
1/2008 to 12/2012	14	2	9	4	7	7	3	5	15	12	2	0	2	3	4	**89**
1/2003 to 12/2007	18	4	9	2	17	3	5	7	24	15	5	1	2	3	0	**115**

Although the raw numbers depicted above are skewed, the underlying trends in the responses cannot be ignored.

The above graph shows the range of reasons for separations over the past 10 plus years. When taken together, career and lack of opportunity, very similar motivators, are the largest reasons for resigning.

Therefore, Council needs to give greater consideration to addressing the career aspirations of those staff in critical positions, particularly in their mid careers.

Failure to give adequate consideration to these high risk occupations will lead to sudden loss of key knowledge and intellectual capability so necessary to meet Council's obligations.

Availability of local staff

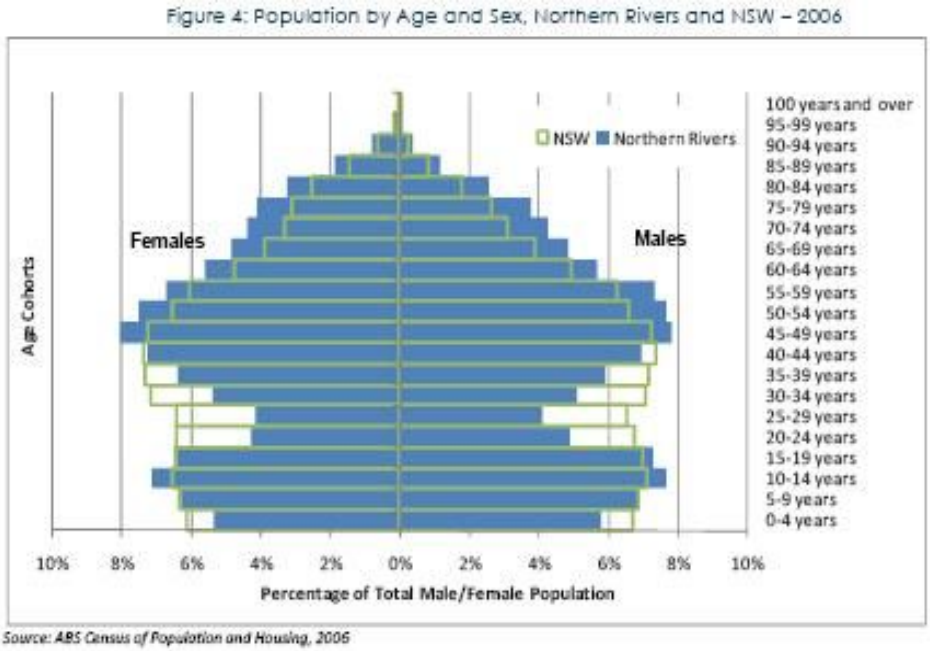
Apart from staff in high risk roles, over half of Council's staff occupy positions at less than Grade 10 and the availability of people to staff those positions in the future also requires consideration.

Predominantly, these staff perform operational and manual tasks, are drawn from the local area and are relatively stable in their employment pattern. This fact and the need to comply with the Local Government (State) Award provisions for a flexible and multi-skilled workforce has lead to an aged workforce as evidenced Figures 3 and 4.

Although this staff population is a relatively stable workforce, its age profile brings risks to productivity and the incident of injury within the workplace increases leading to higher workers' compensations costs.

The median age of a claimant in 2010 was 49 years of age and with the significant number of staff aged above 45 years getting older (Fig. 3) the number and severity of claims are expected to increase.
The availability of post school aged youth to join Council's staff is very limited, as shown below.

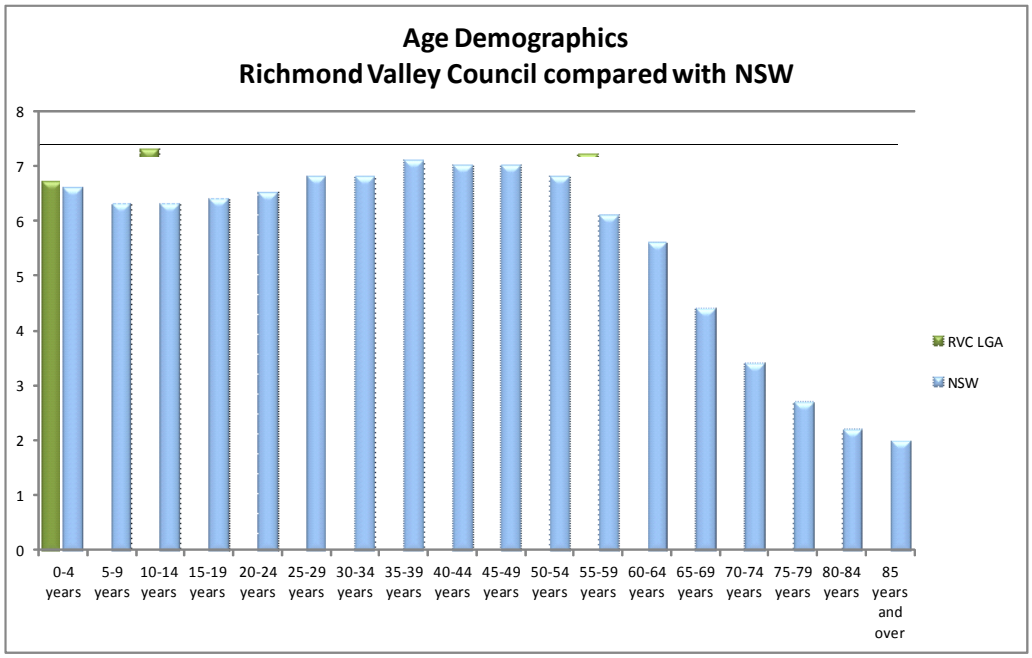
Fig. 7 Comparison of Northern Rivers and NSW age distribution



Source: ABS Census of Population and Housing, 2006

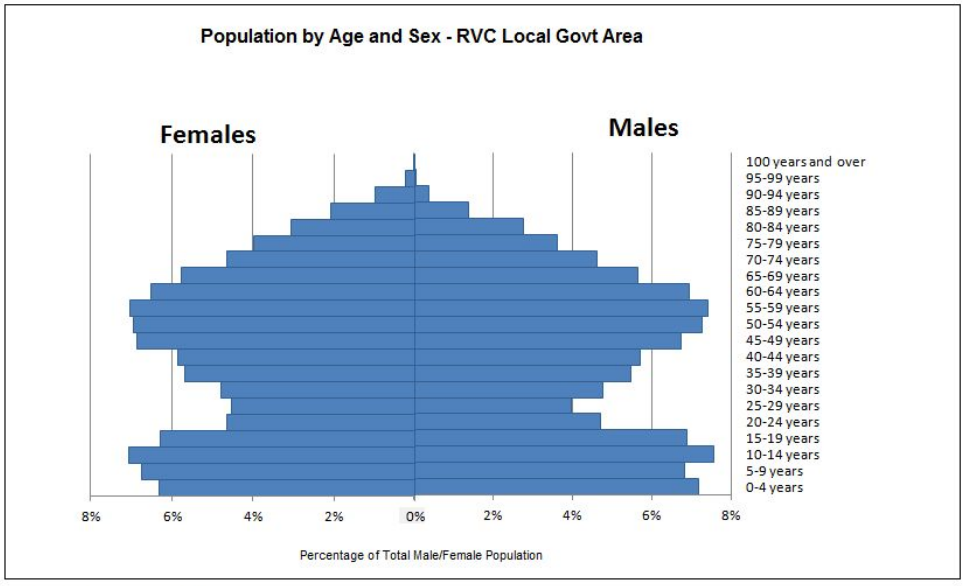
Northern Rivers Regional Plan – vision to 2020 – strategy to 2012

Fig. 8 Age Distribution Richmond Valley compared with NSW



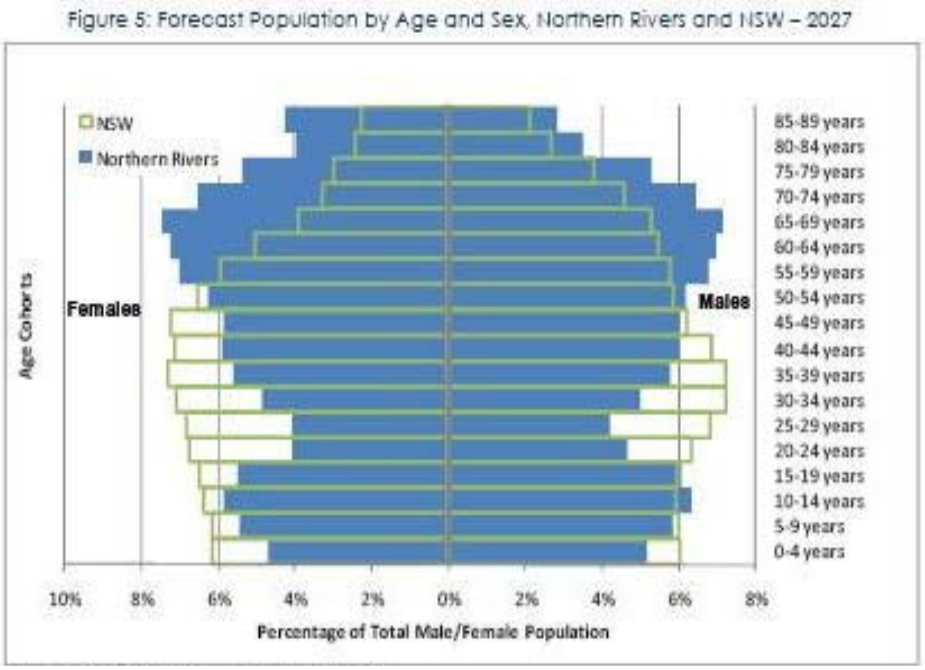
Source: ABS Census of Population and Housing 2011

Fig. 9 Age Distribution in Richmond Valley Local Government Area



Source: ABS Census of Population and Housing 2011

Fig. 10 Age Forecast for Northern Rivers compared with NSW for 2027



Although the statistics behind Figure 7 were taken from the Australian Bureau of Statistics (ABS) Census of 2006 that trend is not rectified in projections for 2027 (Fig. 10).

It would appear the sudden loss of people in the Northern Rivers from 19 to 39 years, quite contrary to the state-wide trend, will be maintained over the next 15 years. At the same time however, the number people aged above 60 years has increased dramatically.

If there is to be a concerted effort to reduce the aged nature of Council's workforce, to rejuvenate that workforce by recruiting younger people, then one may question where or not such persons will be available. In a time of financial constraint, it may be worth considering whether the current model of service delivery should be maintained.

Community Strategic Plan Workforce requirements

The CSP sets down the following key outcomes which are directly linked workforce strategic planning.

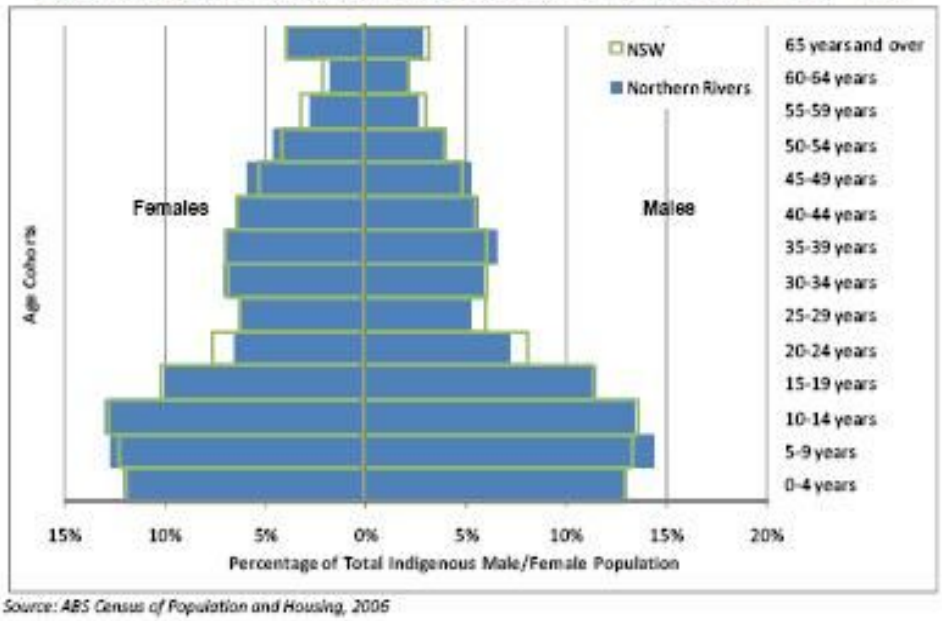
3.4.3 Target Aboriginal employment at levels equal to the population percentage in Richmond Valley
4.3.2 Facilitate volunteerism to assist Council with provision and maintenance of facilities
7.4.2 Council will ensure its workforce is appropriately sized and equipped to deliver the services as outlined in Council's integrated planning system
7.4.3 Ensure Council's organisational culture reflects the values expressed in Council's Community Strategic Plan
7.6.1 Ensure Council fulfils all Employee Injury Management requirements
7.6.2 Develop and implement programs to ensure the health and well being of all Council staff

These are the key directions from the community that can directly affect the Workforce strategic plan.

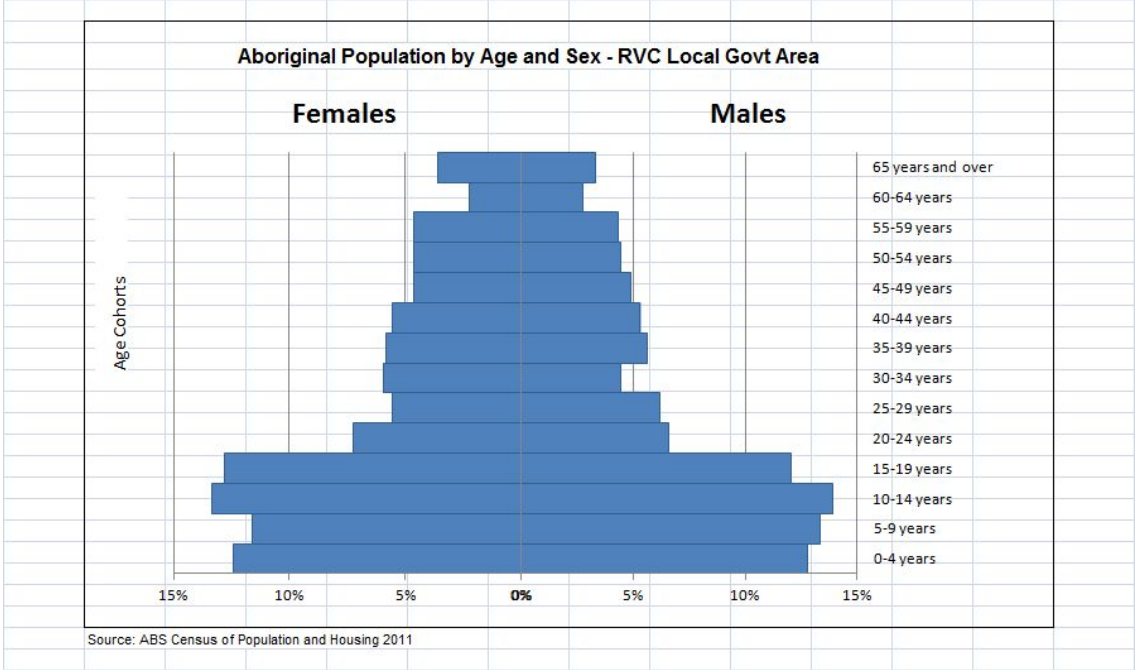
Firstly, a clear desire to raise employment opportunities across the Richmond Valley, especially Aboriginal employment opportunities, and secondly to raise the utilisation of volunteers.

Figure 8 below shows the Aboriginal community shares population losses similar to the rest of the Northern Rivers, however, its numbers do not recover above age 30 years.

Figure 3: Aboriginal Population by Age and Sex, Northern Rivers and NSW – 2006



Source: ABS Census of Population and Housing, 2006



Given the sudden percentage drop in the aboriginal population immediately following school, the desire to provide employment opportunities may be difficult to realise.

There are, however, a number of government funded initiatives which currently act to promote employment opportunities for aboriginal people and Council is currently working with a number of employment agencies involved with aboriginal employment schemes.

It is also recognised that Council approved the Aboriginal Employment Strategy in September 2009. Full implementation of the Strategy requires assistance by the community.

In the meantime, Council continues to pursue all viable options for the engagement of aboriginal staff and looks forward to progressing the Aboriginal Employment Strategy via the Aboriginal Advisory Committee and various funded traineeship programs.

The second clear direction emanating from the community consultation was to increase participation of the local volunteer community in relation to maintenance of assets and delivery of works and services.

While such assistance is to be applauded, it does not come without risk. Risk related to the contribution from volunteers comes from reliance on the good will of the community and the need for volunteers to be compliant with Council's Work Health & Safety (WHS) procedures, especially from January 2012.

The need for volunteers to be compliant with Council's WHS system would be discussed at Community Engagement Committees and Network Group meetings.

It is worth noting the CSP raises expectations that Council will lift their level of consultation with the broader community.

Such consultations usually involve Council staff and therefore increased levels of consultation can lead to a reduction in Council staff resources to meet current program demands.

Strategies to meet future workforce needs

In addition to increasing the level of Aboriginal employment within Council and engagement of volunteers the most significant workforce capability to be gained quickly is flexibility, resilience and the capacity to be innovative.

If the expression regarding “old dogs and new tricks” holds true, this change toward flexibility and innovation could be a challenge for the Workforce Strategic Plan.

Richmond Valley Council is not alone in having an ageing workforce. This fact was recognised during negotiations for the Local Government (State) Award 2010 which lead to the inclusion of a new clause 22 Phased Retirement. This clause not only recognises an industry wide condition but offers a range of solutions including part-time work, job sharing, job redesign which may include mentoring responsibilities and other alternate working arrangements.

Retirement and separation from Council is inevitable and therefore discussions need to be held with staff holding critical positions to determine their intentions. At the same time, retirement should be an orderly transition and therefore financial planning visits for older staff, who may be contemplating retirement but not proceeding due to lack of appreciation of their financial position, could be arranged.

A lack of career and/or lack of opportunity is cited as factors leading to resignation from Council. Annual reviews should incorporate meaningful discussion with staff members regarding their career aspirations and have realistic aspirations referred to Executive Managers for consideration.

Consistent with this more "personal" approach, discussion could be held with staff with regard to their preferred remuneration package - both initiatives to be undertaken on a "no financial detriment" to Council basis.

Introduce a new salary system which provides for unskilled appointments and promotes an "in house" grown your own workforce. Such new salary system could be incorporated into an Enterprise Agreement which provides work life options for staff, wherever possible, to attract and retain our workforce, particularly those in professional positions. Form more "individualistic engagement contracts" that is, provide benefits that are meaningful to the employee on an individual basis wherever possible.

Human Resources Workforce Strategic Plan

The following pages outline the proposed Workforce Strategic Plan

PURPOSE

To ensure ongoing organisational capacity through knowledge of our current and future workforce needs. Use effective recruitment and retention strategies to attract and secure the right people, for the right positions at the right time whilst recognising the benefits that diversity can deliver.

Key Area	Goal	Specific Outcomes
Workforce Planning	Develop a thorough understanding of our current and future workforce needs.	• Effective workforce planning procedures available to supervisors and management • Analyse workforce demographics – both positions and people • Workforce plans exist across all Departments • Develop approaches to ensure we have the right people in the right jobs at the right time – develop/recruit/outsource?
Recruitment & Selection	Attract and engage the best people.	• Ensure effective recruitment marketing and promotion • Recruitment activities are values and behaviour based • Recruitment approaches are fit for purpose and merit based • Opportunities for career advancement are promoted
Workplace Diversity	Recognise and support the value of workplace diversity.	• Specific employment strategies are encouraged and supported • Recruitment opportunities reflect the principles of workplace diversity • Seek opportunities for gender balance • Workplace adjustments are supported where practicable
Placements – Volunteers and Work Experience	Provide opportunities for people to experience what Richmond Valley has to offer.	• Opportunities for work placement are provided across Richmond Valley • Support is provided for placements to ensure their experience is both valuable and enjoyable • Placements occur in accordance with Richmond Valley procedures • Partnerships developed with educational institutions to facilitate placement opportunities
Injury Management & Employee Well Being	Keep all workers free from injury or illness and promote self managed well being	• Develop and implement tailored Return to Work Plans • Develop and implement Council's Safety Management Plan • Conduct effective pre-employment medical / fitness assessments • Manage application of the Employee Assistance Program • Improve mental and physical health eg stress, fatigue and work life balance

Employee and Talent Development

Ensure that RVC has the right mix of capabilities to ensure optimum service delivery. Development of individuals both within their role and for career opportunities is considered essential to our success. A focus on a welcoming and informative transition to RVC along with opportunities for employment and development in entry level roles is critical to ensure the sustainability of RVC's workforce.

Key Area	**Goal**	**Specific Outcomes**
Trainees & Apprentices	Recognise the value of entry level development positions in all Teams	• Identify opportunities for trainees/apprentices across Richmond Valley • Develop/maintain relationships with key training providers and NACs • Foster a mentoring relationship between supervisors and employees • Support and encourage networking – both internally and externally • Promote the benefits of RVC's "Growing our Own" concept
Employee Orientation	New employees are embraced in an open and welcoming manner	• Create a strong first impression of RVC • New employees instantly feel a part of RVC • All aspects of the work environment and role are clearly outlined • RVC's values and behaviours are re-enforced
Succession Management	Key roles have succession plans in place	• Critical roles are identified in each Team • Likely successors are identified, confirmed and provided with tailored development opportunities • High potential employees are valued, encouraged and promoted
Learning & Development	Employee development opportunities are provided to all employees	• Development Plans align to RVC's agreed framework • Training Programs are identified to allow employees to develop within their current role • Career development is encouraged and supported where suitability exists • Maintain up to date compliance related training programs

Review, Reward and Recognition

RVC's rewards and benefits packages will ensure that we are able to attract and retain the best available people, by allowing employees to not only receive a standard benefits package for being a part of our organisation, but also to have these enhanced as a result of their level of individual commitment and achievement. Regular reviews will provide our staff with ongoing feedback about their performance and also identify future opportunities.

Key Area	**Goal**	**Specific Outcomes**
Employee Reviews	Regular Reviews recognise employee's capabilities and performance	• Annual skill assessments confirming employee skills and competencies • Annual Performance review identifying key achievements and commitment to RVC • Supervisors provide open and ongoing feedback to employees • Employees are actively involved in these reviews
Fixed Pay	Salary levels reflect role parameters and the broader market	• The evaluation of positions reflects a contemporary approach and market rates • Pay rates are regularly reviewed against industry benchmarks • Industrial relations requirements are met • Attraction & Retention incentives are applied where required
Short Term Incentives (STI's)	RVC's best performers are identified and rewarded	• STI's are provided to our best employees • Incentives are closely linked to our corporate goals and desired behaviours • Incentives are meaningful and motivate and reward high performance • The reasons for incentives are communicated by our leaders
Recognition Scheme	Commitment, loyalty and continued service to RVC is recognised and valued	• Demonstration of values and guiding principles are recognised through on the spot rewards • Employees are recognised for sustained engagement and service through recognition of service milestones • The reasons for recognition awards are communicated by our leaders

Workplace Relations

Maintain a commitment to open, transparent and productive working relationships, based on RVC's Values and Guiding Principles. Two way communication, delivering on agreed commitments, valuing all contributions and recognising individual differences will be critical to RVC's desired work environment.

Key Area	Goal	Specific Outcomes
Work/Life Balance	RVC supports varied work arrangements where there are mutual benefits	• Ensure flexible work approaches are fit for purpose, merit based and align with business requirements • Leave and other arrangements provide work/life balance for employees • Leaders support flexible work arrangements
EEO	A workplace free of discrimination/harassment/bullying	• Diversity is recognised and valued by all employees • EEO Management Plan is reviewed annually and identifies RVC's commitment to EEO • Open and productive working relationships exist • EEO principles are embedded in our policies and workplace practices • Workplace issues are dealt with in an appropriate and timely manner
Employee Assistance	Professional and independent support is available for employees	• RVC's employee counsellor is available at all times for staff • Confidential support is provided for workplace and personal issues • Workplace issues are identified and actions implemented
Work Environment	A consistent, productive and positive work environment	• Code of Conduct and other policies are understood and demonstrated • Leaders address poor behaviour and standards promptly and strongly • Policies and procedures are applied consistently • All employees accept personal responsibility and accountability

Work Health & Safety and Wellbeing

RVC takes its responsibility for employee and public safety very seriously. Through the ongoing development of appropriate systems and frameworks, we will ensure that this responsibility is delivered on. The effective management of injured employees and a focus on proactive health initiatives is a critical element of maintaining a work environment with a focus on health and safety.

Key Area	Goal	Specific Outcomes
Safe Work Environment	A workplace that is safe and healthy	• Employees are empowered to report and address WHS issues • Ensure that potential WHS issues are addressed as a matter of priority by leaders • Ensure that all employees are aware of their responsibilities • WHS systems are regularly reviewed in consultation with employees
Risk Management	Risk Management is an embedded business practice	• Risk Management is a key component of all RVC activities • Business Continuity approaches exist for all RVC operations • Risk identification, assessment and control occurs in a consistent manner • Systems are regularly audited to ensure their effectiveness
Injury Management	Injured employees are returned to their pre-injury role	• Employees and leaders take responsibility for injury management and RTW • Workplace injuries will be managed in a positive manner • Work closely with our insurer to develop preventative strategies • Pro-active systems exist to support injured employees
Employee Health & Wellbeing	A fit and healthy workforce	• Employees are encouraged to take responsibility for their health and wellbeing • Initiatives aimed at improving fitness and lifestyle are supported

Leadership and Culture

RVC's leaders demonstrate the organisations values and principles and reinforce our employer brand and culture. Strong leadership, the desire and capability for continuous improvement and driving change are critical to ensuring a high performing and sustainable organisation.

Key Area	Goal	Specific Outcomes
Strong Leadership	A strong and committed leadership approach	• Effective leadership development programs and opportunities • Leaders are autonomous and accountable for their actions • Ensure that leaders display the desired values and principles • Leaders demonstrate a strong commitment to their own personal development
Organisational Culture	A positive, vibrant and responsive organisation	• Our Values and Guiding Principles are the basis on which employees conduct themselves • Ensure that our practices and systems reflect the organisations culture
Change Management	Employees actively participate in new initiatives and improved approaches	• Continuous improvement underpins our business approach • Innovation and knowledge sharing are highly valued • Leaders create a sense of direction and empower their staff
Employee Engagement	A workforce that is engaged and empowered	• Two way communication and feedback occurs with all employees • Consultation and inclusive decision making are encouraged • Cross organisational working relationships and opportunities are fostered • Mutual trust and respect is demonstrated by all leaders