



# **DRAFT WORKFORCE MANAGEMENT STRATEGY 2018-2028**

May 2018



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#### 需要幫助嗎？

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### Korean

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## Introduction

Ku-ring-gai Council's Workforce Management Strategy outlines our commitment to ensuring Council has both the capacity and capability within its workforce to deliver positive outcomes for the organisation and ultimately the community.

The Workforce Management Strategy together with the Asset Management Strategy and Long Term Financial Plan, provide the resources necessary to achieve Council's Delivery Program and Operational Plan that support our Community Strategic Plan. It aligns with and supports our key planning and strategy documents to ensure that we have a capable, skilled, engaged and sustainable workforce in order to deliver on our commitments.

This strategy meets the Division of Local Government's Integrated Planning and Reporting (IP&R) requirements where assets, finances and the workforce are planned in an integrated framework. It identifies high level issues and themes and provides a strategic framework to guide our people management strategies over the next 10 years.

It is anticipated that the local government industry and our workforce will experience moderate changes during the period and as such the Workforce Management Strategy 2018-28 will be reviewed extensively in line with the annual IR&P annual cycle.

## Workforce planning and development

Standards Australia defines *Workforce Planning* as a management technique which is used to effectively manage workforce demand and supply.

It is the process used to align the needs of a business with those of its workforce by identifying current and future staffing needs.

Workforce Planning focuses on retaining existing staff as well as attracting new employees to ensure an organisation has the right number of people, with the right skills in the right jobs at the right time.

The Workforce Management Strategy details Council's strategic approach to workforce development, whilst the outcomes of our workforce planning are detailed in the Long Term Financial Plan.



## **Organisational Context**

### **The External Environment**

#### **NSW Labour Market & Economy**

In January 2018, the unemployment rate for New South Wales was 4.8%, with the Greater Sydney (North Sydney to Hornsby) region having an unemployment rate of 4.1%. The annual employment growth for this area was -0.2% compared to NSW at 1.8%. Employment participation was sitting at 67.3% compared to the State at 63.9%.

#### **Ku-ring-gai Local Government Area**

Between 2011 and 2016, Ku-ring-gai Council area's population increased by 8,771 people (8.0%) to 123,143. This represents an average annual change of 1.56% per year over the period (ABS 2016).

Ku-ring-gai has a vibrant and increasingly diverse population spanning all generations. It is a popular area for families with school aged children attracted to the area for its open spaces, range of sporting facilities, access to schools and health services and close proximity to major employment areas.

Our residents are generally employed as professionals in the health, social assistance, education and finance sectors.

About 40 per cent of residents were born overseas, mainly in the United Kingdom, South Africa, Hong Kong, New Zealand, China or South Korea. Aside from English, the most commonly spoken languages at home are Cantonese, Mandarin and Korean.

We face many challenges in catering for our population growth and meeting the ever changing needs of our diverse community.

#### **NSW Local Government Sector**

Approximately 45,000 FTE (full time equivalent) staff work in local government in NSW. NSW councils are diverse in geographical size, population and cultural mix, rates of growth and functions performed. Many are significant local employers, offering jobs in a wide range of occupations. Yet most councils face similar workforce challenges as they compete for labour drawn from within and outside their local areas.

Within the local government industry there continues to be strong competition for key professional appointments such as Building Surveyors, Town Planners Engineers and Early Childhood Teachers.

Research undertaken by NSW Local Government in 2015 indicates that the greatest future workforce challenges facing NSW Councils are as follows:

1. Ageing Workforce
2. Uncertainty surrounding local government reform
3. Skills shortages across a number of professional areas
4. Limitations in leadership capability
5. Gender imbalance in senior roles
6. Lack of skills and experience in workforce planning
7. Lack of workforce trend data
8. Difficulty in recruiting staff
9. Resistance to more flexible work practices
10. Lack of cultural diversity

(NSW Local Government Workforce Strategy 2016-2020)

There are two recent key strategic documents that have been designed to support the Local Government workforce at a State and National level. A brief overview of each is provided below.

#### *National Local Government Workforce Strategy 2013 - 2020*

The National Local Government Workforce Strategy 2013-2020 is designed to futureproof the challenges faced by local government, and to move the sector towards a more sustainable workforce through retention, attraction and development at a time when Australia is confronted by decreasing supply and an increasing demand for skilled workers.

It recognises that local governments are often significant local employers and require a diverse workforce that encompasses a wide range of occupations. Without effective local governments, local economies and communities struggle to operate, especially in regional Australia. In addition, as the functions of local government increase and expand, workforce capacity, capability and innovation become even more critical.

The following 8 key themes identified within this strategy are designed to provide a consistent national methodology for workforce development in order to encourage a strategic approach to meeting current and emerging challenges.

1. **Improving workforce planning and development** - The first strategy explores workforce demands and skill shortages, and identifies the extent to which planning for these exists in councils, and what barriers exist. Data gathered through the ALGWECensus informs where demands and shortages lie, as does information from the Environmental Scans of the various Industry Skills Councils. The identification of demands and skills shortages is an essential first step in developing an informed and appropriate workforce.
2. **Promoting Local Government as a Place-Based Employer of Choice** - Local government is uniquely placed as a local employer with national reach to position its employment offerings to retain and attract workers. This is explored in the second

strategy. The focus is on place-based Employment Value Propositions (EVPs) and removing barriers to workforce mobility.

3. **Retaining and Attracting a Diverse Workforce** - The third strategy is about workplace diversity and equity. A flexible and multi-skilled workforce is informed by the multifaceted community which it serves. The diversity of the workforce encapsulates the tapping of underemployed talent, the re-engagement of former employees, a focus on women in leadership, increasing the participation of Indigenous Australians and those from a culturally and linguistically diverse (CALD) background, and the recruitment of skilled migrants.
4. **Creating a Contemporary Workplace** - Flexibility and sustainability are the key issues of the fourth strategy. By being responsive to the needs and desires of the current and potential workforce, local government is better equipped to combat skill shortages and better retain and attract workers. New ways of working flexibly and sustainably can include job sharing, flexible working hours, compressed working weeks, part-time work, and working from home.
5. **Investing in Skills** - Combating skill shortages and ensuring the sector has the skills it requires to deal with current and future service needs is the focus of the fifth strategy. There are opportunities to increase skills by taking advantage of government training programs, and by using good people management to create and increase skills.
6. **Improving Productivity and Leveraging Technology** - Embracing and investing in technology to increase workplace productivity are the key themes of strategy six. Broadband rollout and the potential benefits it provides is a critical contributor to the National Productivity Agenda, along with other investments in technology to allow the sector to be more productive.
7. **Maximising Management and Leadership** - Strategy seven is focused on enabling staff to realise their potential through effective leadership and good people management. Retention is about cultivating staff to perform at their best through the maximisation of leadership and by building capacity for good management.
8. **Implementation and Collaboration** - The final strategy is about implementation and integration so that all of the strategies and their actions can be properly aligned and realised. It is about tailoring actions to particular circumstances in a changing political and operating environment at national, state and local levels.

#### *NSW Local Government Workforce Strategy 2016 – 2020*

The NSW Local Government Workforce Strategy 2016-2020 was prepared by Local Government NSW in collaboration with the NSW Office of Local Government, Local Government Professionals Australia, Institute of Public Works Engineering (IPWEA) (NSW Division), the NSW Public Sector Industry Training Advisory Body (ITAB) and the Institute for Public Policy and Governance, University of Technology Sydney (formerly a partner in the Australian Centre of Excellence for Local Government, ACELG).



Two key drivers underpin the Strategy:

1. The development of a national workforce strategy, Future-Proofing Local Government: National Workforce Strategy 2013-2020.
2. Recommendations emerging from the local government reform process, particularly actions from Destination 2036 and recommendations of the Independent Local Government Review Panel and the NSW Government.

The Strategy adopts the eight strategic themes of the National Workforce Strategy 2013 – 2020 and sets direction for a range of initiatives to address the workforce challenges facing local government in NSW over its term.



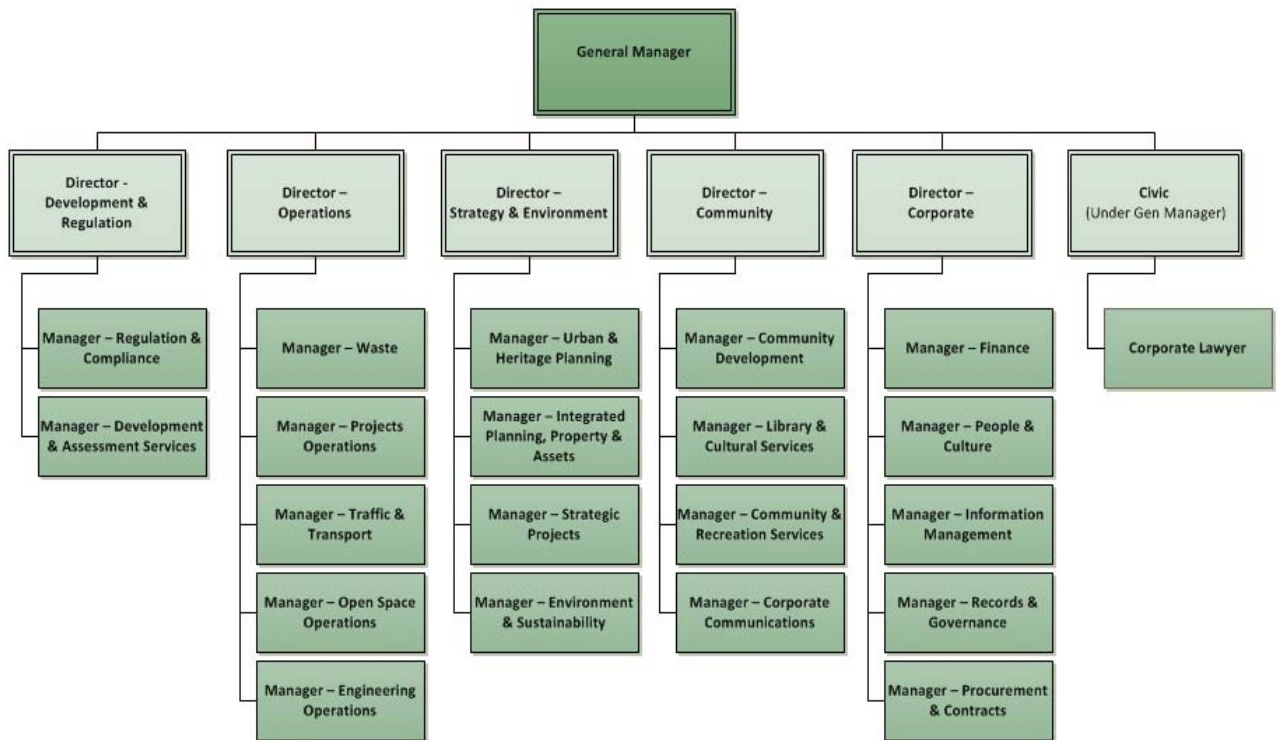
*Asset Refurbishment Team working at Jubes Mountain Bike Park, Chris Houghton*

# The Internal Environment

## Organisational structure

At Ku-ring-gai Council services are delivered to the community via five departments together with the General Managers unit (Civic).

Each discrete service is provided by one of the twenty business units that operate across these departments.







## Corporate Values

In 2014 it was identified that a new set of Corporate Values were needed for our organisation.

At Ku-ring-gai Council we recognise the importance of having a set of shared common values that everyone has helped establish to leverage a stronger culture for our organisation and help lead us to a more positive outlook on our environment, the people we work with, and the work we produce.

In light of this, we facilitated a number of values workshops and invited all permanent and fixed term staff to attend. During these workshops, staff were asked to complete a series of exercises aimed at promoting the importance of personal values and identifying how they align with the principles, beliefs or philosophies of other individuals and groups across the organisation. A set of common values were identified from each of the sessions, which were then categorised into common themes by the leadership team, and a set of common values were identified.

The four values, *Do What Is right*, *Show Respect*, *Own Our Actions* and *Strive For Excellence* were identified as the most common values from across all workshops. These were then defined and described using the words staff contributed during the feedback sessions.

	<b>We Will...</b>	<b>We Won't...</b>
 <ul style="list-style-type: none"> <li>We act with integrity in everything that we do and say</li> <li>We make transparent, ethical and consistent decisions that support the vision of Council</li> </ul>	<ul style="list-style-type: none"> <li>Act with honesty and transparency</li> <li>Be fair and unbiased</li> <li>Be trustworthy and sincere</li> </ul>	<ul style="list-style-type: none"> <li>Be dishonest, corrupt and/or deceptive</li> <li>Take the soft option and avoid hard conversations</li> <li>Serve individual interests above those of Council</li> </ul>
 <ul style="list-style-type: none"> <li>We are considerate towards others ensuring fairness, dignity and equality</li> <li>We practice and encourage transparent communication</li> </ul>	<ul style="list-style-type: none"> <li>Be open and have honest interactions</li> <li>Treat people fairly and equally</li> <li>Be open to all points of view</li> </ul>	<ul style="list-style-type: none"> <li>Disregard the views of others</li> <li>Disrespect others through gossip and innuendo</li> <li>Bully, harass and/or discriminate</li> </ul>
 <ul style="list-style-type: none"> <li>We are accountable for our decisions</li> <li>We take responsibility for the outcomes of our choices, behaviours and actions</li> </ul>	<ul style="list-style-type: none"> <li>Be responsive, available and inclusive</li> <li>Be receptive to constructive feedback</li> <li>Hold ourselves and others accountable</li> </ul>	<ul style="list-style-type: none"> <li>Hide mistakes and shift blame</li> <li>Fail to meet our commitments</li> <li>Be white-anting and /or undermine colleagues or decisions</li> </ul>
 <ul style="list-style-type: none"> <li>We work together as a team to achieve our full potential</li> <li>We have the insight and passion to lead Council into the future</li> </ul>	<ul style="list-style-type: none"> <li>Have a 'can do' attitude</li> <li>Make courageous decisions</li> <li>Encourage new ideas</li> </ul>	<ul style="list-style-type: none"> <li>Be closed-off to new ideas</li> <li>Be complacent, lazy and/or negative</li> <li>Settle for the status quo</li> </ul>

Our values are critical in driving our organisation forward in the right direction, building our culture and energising our people.

## **Culture**

### *Employee Engagement*

The EP (Engagement and Performance) Boost Survey was conducted in December 2017 via an external company. A total of 70% of the workforce (inclusive of casuals) participated in the survey which included questions that measured the organisation's overall Engagement and Performance levels.

The survey responses were reviewed, collated and analysed by the provider, with the key findings communicated to all staff.

Overall, we scored well in Engagement, with more than 50% of the workforce indicating they are committed to the organisation, and have intentions to stay, and more than 80% indicating they are satisfied with their jobs.

On the Performance end of the spectrum, more than 50% of staff indicated they understand and are supportive of Council's objectives, and believe that it does well in delivering service excellence.

Change and Innovation was identified as an opportunity for improvement, with more than 50% of participants suggesting that a stronger commitment and focus needs to be dedicated to this area. Other areas for improvement include: Council facilities (workplaces), career progression, performance management and leadership communication.

### *Work/Life Balance*

Council recognises the need to create and support a healthy work/life balance for our employees. Initiatives such as the Transition to Retirement scheme, Self-funded Leave program together with our flexible working hour's arrangements are key in fostering this approach.

### *Equal Employment Opportunity (EEO)*

The 2016-2020 EEO Management Plan was created and implemented during 2016/17.

Contributions to the plan were made by the EEO Committee which comprises of representatives from each of Department across Council. Prior to its inception, a number of parties including the leadership team and Joint Consultative Committee were consulted and asked to make additional contributions to the plan.

The purpose of the plan is to promote diversity and respect amongst all staff and operational facets. It consists of four key objective areas, Recruitment & Selection, Learning & Development, Promotions & Transfers, and Conditions of Service. Under each are a number of important initiatives that focus on ensuring equality, fair standards and best practice.

The plan incorporates initiatives related to Councils policy and procedures associated with bullying and harassment, grievance handling, training and recruitment which are aimed at ensuring that such documents are updated and appropriately designed to promote equity, respect and diversity. The plan is also designed to provide staff with access to EEO Contact Officers and improve conditions for staff with special needs or responsibilities.

### *Safe Working Environment*

A full review of our Work Health Safety (WHS) Management System is currently underway. We are seeking to further automate our system and facilitate the use of mobile computing technology which will allow staff 'instant' access to safety documents, data and systems.

The innovative SafeStart – Human Error Reduction program was delivered in-house to over one third of Council staff in 2012, with refresher training delivered in 2013, 2014, 2015 and 2016. We are continuing with annual refresher training but also considering including a component of this training in our Induction Program. This program has continued to deliver quantifiable benefits to Council.

Mandatory WHS training history and attendance is recorded centrally in Councils Human Resources Information System (HRIS) which enables forward planning around renewal/recertification of mandatory qualifications. This in turn increases the cost effectiveness of the training and lessens the impact on productivity.

We are continuing to see a reduction in the number and severity of Lost Time Injuries, despite an increase in their reporting. Workers Compensation claims continue to decline.

In an effort to improve staff health and wellbeing, Ku-ring-gai Council promotes a number of key events and initiatives throughout the year. Staff are invited to join group activities which are coordinated by People & Culture and the Wellness Working Group. Ku-ring-gai Council has an ongoing commitment to its employees' wellbeing at work which is supported by the Wellbeing Program Benefit Policy.

In addition to the many events and programs that are delivered annually Council also provides a financial benefit for a wide range of activities that contribute to individual wellbeing.

On production of a receipt(s) evidencing enrolment into a health and well-being program or activity, Council will contribute up to a maximum value of \$100 for eligible employees.

As part of our Wellness Program we also offer annual flu injections, skin cancer screening and hearing tests, which yield an excellent take up by staff.

## Workforce Demographics

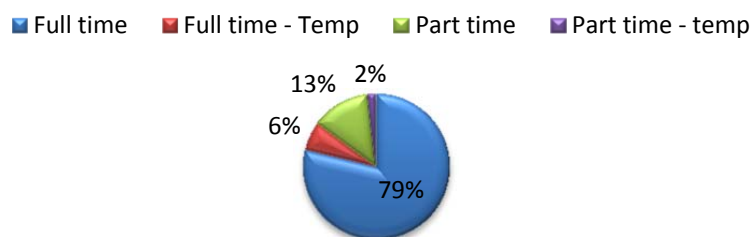
Council employees work across a number of locations within the Ku-ring-gai area and in a diverse range of occupations. The majority of staff (84%) commutes from outside of the local government area (LGA) with only 16% of staff living locally.

The following workforce demographics are provided as at 30 June 2017.

### Employment Type

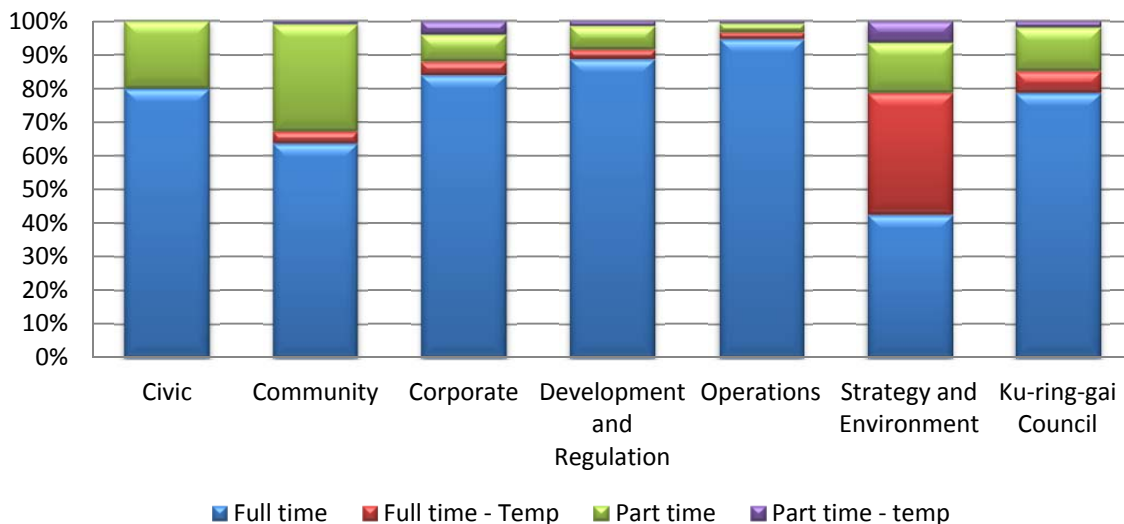
Council employs a total of 437 employees in both a full time and part time capacity. A total of 86% of these positions are full time providing significant employment opportunities for local residents.

**Workforce Total Headcount by Employment Type**



Departments meet their service delivery requirements by employing a mixture of labour to support operational imperatives and fluctuating resource requirements.

**Workforce by Employment Type**



Council also engages non-permanent staff, including casuals and labour hire staff in a range of seasonal and vacation care roles.

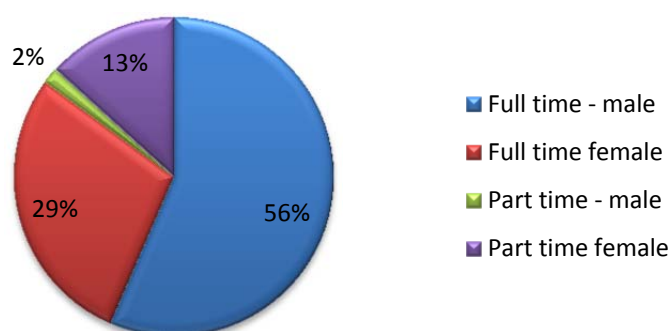
## Gender

Council is an equal opportunity employer and is committed to ensuring gender equity in employment.

Employee profile - snapshot	2016/17
Number employees (full and part-time)	437
Median age range (years)	45 – 54 years
Retention rate	88%
Percentage of females	42%
Percentage of males	58%
Females in Band 6 and above	10.27%
Males in Band 6 and above	17.12%

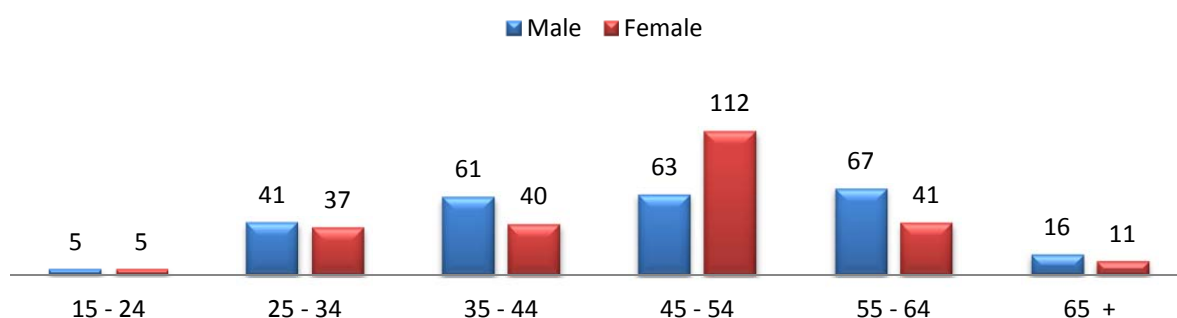
The current workforce gender balance is split approximately 40:60, female to male, with the disparity appearing to result from the high percentage of outdoor operational roles (20% of the workforce) which are traditionally undertaken by males.

**Workforce by Employment Type and Gender**



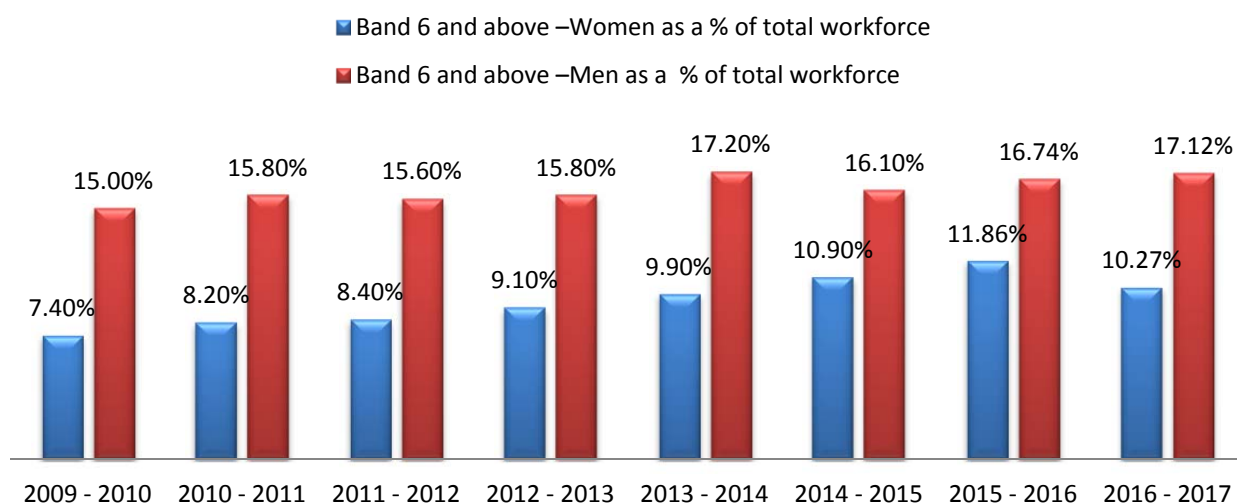
Males and females are proportionally represented in all age demographics.

### Workforce by Age and Gender



It must be noted that women are under represented in higher level and senior roles (categorised as roles sized at band 6 or higher) which has been a trend over the past five year period. Strategies are currently being considered in order to address this deficiency.

### Employees Band 6 and Above by Gender



### Age

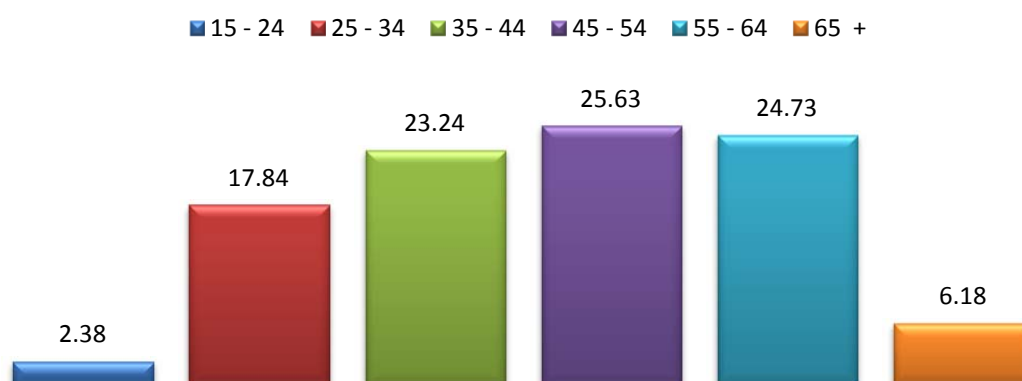
Over 50% of Council's workforce is aged 45 years or over. This profile is more closely aligned with the NSW public sector than the general workforce population in NSW.

Council's age profile provides an indication of the number of employees likely to retire in the next five to ten years, which will inform the development of strategies for both attracting and retaining younger workers (e.g. graduate recruitment and career path development) and attracting older workers (e.g. flexible work options, reducing physical demands). Job redesign and technological innovation will also assist in ensuring the ongoing delivery of services to the community within the constraints of an ageing workforce.

Council continues to monitor and devise strategies to meet the challenges of an ageing workforce. Initial indications are that we remain an employer of choice for many staff and Council continues to offer opportunities for continued employment for all age groups.



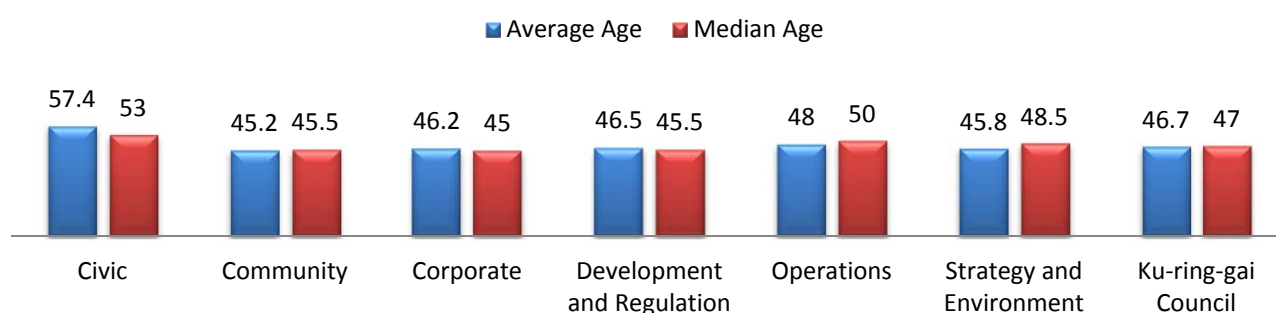
### Workforce by Age



The median age of employees is 46.7 (as at 30 June 2017), however this varies across each department which may be a result of a number of variables. Job families vary in anticipated tenure and career opportunities. Council is typically a stable employer and length of tenure can reflect the constant and ongoing requirement for employment in a particular area.

They can also reflect high levels of satisfaction with the types of employment offered by local government and the ability of employees to maintain active career paths and productive longer term employment.

### Average and Median Age by Department

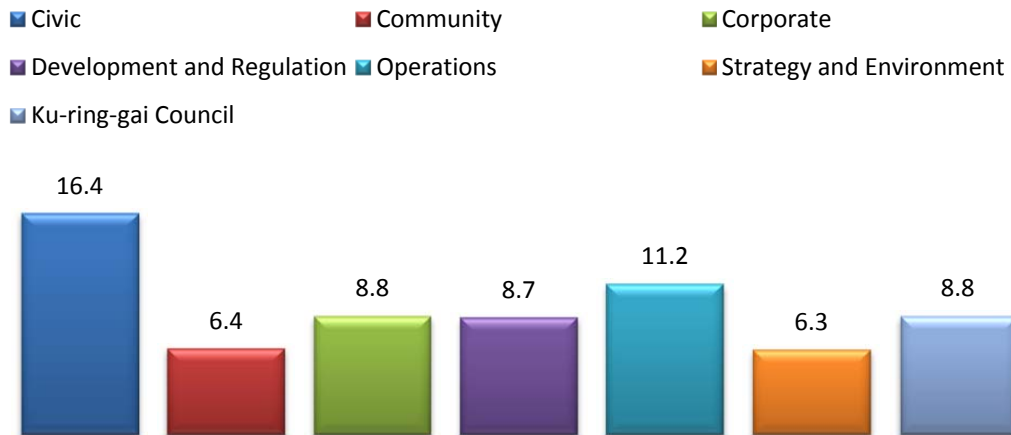


### Length of Service

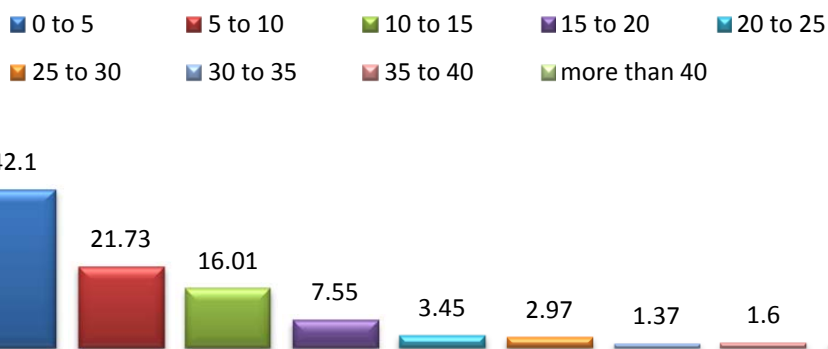
Council's turnover rate is 12% per annum which is reflective of the relatively high average years of service across all departments. 40% of staff have tenure of between one and five years with 46% having from six to more than twenty years of service.

The workforce reflects a mix of new and old knowledge and the smooth transition of ideas and practices as Council continues with ongoing organisational renewal.

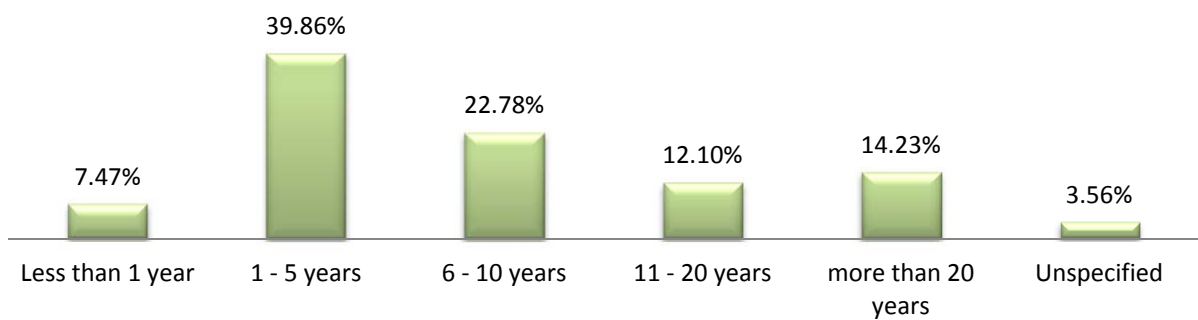
### Average Years of Service by Department



### Employees (Percentage) by Years of Service



### Workforce Intention to Continue Employment



## Influences

In developing an effective Workforce Management Strategy it is crucial to identify and understand current and future internal and external factors that may have an impact on the workforce.

The 'influences' identified below will be monitored as part of the annual review of this strategy to ensure our response to workforce planning remains effective.

### External

- Current and future labour market
- Current and future economic environment
- Operational and strategic workings of the Local Government environment
- Local Government reform
- The demographics within the Local Government area
- Legislation and regulatory requirements
- National Local Government Workforce Strategy 2013 – 2020
- NSW Local Government Workforce Strategy 2016 – 2020
- Community expectations

### Internal

- Community Strategic Plan, Delivery Program & Operational Plans
- Resourcing Strategy
- Major Projects portfolio
- Equal Employment Opportunity Management Plan
- Ageing Workforce Strategy
- WHS Management System
- Enterprise Risk Management System
- Corporate Sustainability Action Plan
- Employee Opinion Survey's
- Staff accommodation arrangements
- Workforce metrics
- Leave liability



*Thomas Carlyle Children's Centre*

## Key Challenges

Ku-ring-gai Council is facing a number of challenges, both now and into the future. These are predominantly related to the nature of Local Government, the diversity of our organisation and expectations of the community.

Many of these challenges will have an impact on this Strategy with the current key issues identified below:

1. *Ageing workforce* - As identified by an analysis of Council's current workforce approximately one half of our staff are aged 45 years or over with more than 40% indicating their intention to leave Council within the next 5 year period. The biggest risk to Council of this ageing workforce is therefore associated with the underutilisation or loss of knowledge critical to organisational performance. Knowledge loss impairs performance and results, achievement of plans and objectives. It is therefore imperative that we are vigilant in addressing issues associated with our ageing workforce in order to minimise its impact on our business and operational imperatives.
2. *Leadership* – Council's most recent Employee Opinion Survey identified, among other areas, leadership as an opportunity for improvement particularly in regard to communication, consistency in decision making and accountability. Whether it be a matter of perception or reality, in order to achieve and maintain an engaged workforce it is imperative that appropriate strategies are implemented in order to further develop our leaders and alleviate these concerns. In addition to this it must be acknowledged that there is a notable gender imbalance within staff occupying key leadership roles.
3. *Skill shortages* – the ageing workforce continues to expand, especially in areas that are already significantly impacted. Existing areas of skills shortages and tight labour supply in jobs such as civil engineering, early childhood, trades (plumbing, mechanic) are likely to become even more constricted.
4. *Multigenerational workforce* – Council's workforce is currently made up of four distinct and unique generations requiring a thorough understanding of intergenerational differences to ensure effective staff attraction, retention and management whilst being mindful that generational workgroup cohorts create the culture of an organisation.
5. *Workforce sustainability* – A highly skilled and sustainable workforce is critical to the delivery of Council services. The current and future limitations on Council's financial resources together with issues surrounding ageing assets and infrastructure create a significant challenge with respect to the development and maintenance of our workforce in order to ensure that the needs of the community continue to be met.

As recruitment and retention is forecast to become more competitive in areas vital to our business, Council needs to ensure it is primarily positioned in the employment market. This requires innovating in key areas to bring the right people into the business and keep critical talent. As the labour market tightens, we need a greater focus on how we value, lead and develop the workforce.

6. *Continuous Improvement* – Increasing community expectations and the complexity of community needs result in an added emphasis on strategy and management of resources. Council's workforce faces increasing demands to deliver results and the need to make sound decisions based on guiding priorities.

## Our Future Workforce

The Ku-ring-gai local government area has a growing residential population which provides Council with the opportunity to offer employment to a greater number of locally based residents together with job seekers in the broader Sydney metropolitan area.

Council seeks to provide employment that offers flexibility and values work/life balance in exchange for retention and development of high potential employees to support its service delivery to the community.

Our long term objective is be recognised as an employer of choice and to a focus on developing Council's ability to foster and maintain a productive, flexible and adaptable workforce. Ongoing and effective management will ensure that Council remains capable of maintaining a sustainable workforce.

In support of this objective the four key focus areas reflected in this strategy are: Workforce Planning, Attraction and Retention, Learning & Development, Organisational Development.

STRATEGY	ACTIONS
<b>OBJECTIVE 1: INCREASE OUR WORKFORCE PLANNING CAPABILITY</b>  <i><u><a href="#">Link to NSW Workforce Strategy: Improving Workforce Planning and Development</a></u></i>	
<b>Maximise workforce sustainability through effective Workforce Planning</b>	Develop criteria in order to identify critical position's based on current and future needs
	Create a register of critical positions, skills and qualifications
	Monitor turnover of critical positions and create customised retention and attraction strategies as required
	Monitor turnover of critical positions to identify and address current/emerging skill gaps
	Develop and implement succession planning processes for critical positions
	Review the employee Exit Interview process
<b>Enable effective identification of key resourcing issues using workforce metrics</b>	Continue to monitor, analyse and workforce demographics to the Executive team on a quarterly basis
	Review existing business processes to improve the capture and reporting of workforce metrics
	Develop strategies to address workforce sustainability issues as required

STRATEGY	ACTIONS
<b>OBJECTIVE 2: ATTRACT AND RETAIN THE RIGHT PEOPLE</b>  <i>Link to NSW Workforce Strategy: Attracting and Retaining a Diverse Workforce, Promoting Local Government as a Place Based Employer of Choice</i>	
<b>Appropriately respond to the impacts of an Ageing Workforce</b>	Engage with the Leadership team and staff to finalise Councils' Ageing Workforce Strategy
	Implement Ageing Workforce Strategy actions in accordance with planned timeframes
	Monitor and report progress on a quarterly basis
<b>Address staff attraction issues</b>	Identify 'hard to fill' positions based on occupational groups and job families
	Develop, implement and monitor a targeted staff attraction program to address significant workforce issues
	Undertake an annual industry based review of remuneration and benefits and recommend adjustments where required
	Subscribe to at least two Local Government Remuneration surveys
	Develop an Employee Value Proposition and integrate this into the Recruitment & Selection process
	Participate in career related events with higher education institutions to build relationships and promote Council as an employer of choice
<b>Address staff retention issues</b>	Identify and monitor areas of high turnover
	Develop, implement and monitor a targeted staff retention program to address significant workforce issues
	Develop, implement and monitor a Rewards & Recognition program
	Develop, implement and monitor a Talent Management Strategy
	Engage with staff in order to undertake an annual review of the Performance Appraisal System
	Develop, implement and monitor an Employee Engagement Strategy
	Continually review and evaluate our workplace policies to ensure it is a fair workplace whose policies are modern, reasonable and easy to understand

STRATEGY	ACTIONS
<b>OBJECTIVE 3: LEVERAGE THE CAPABILITY OF OUR WORKFORCE</b> <i>Link to NSW Workforce Strategy: Investing in Skills, Maximising Management and Leadership</i>	
<b>Quantify employee capabilities</b>	<p>Review the NSW Local Government Capability Framework and articulate a 'best fit' framework that aligns with Councils requirements</p> <p>Integrate the capability framework with Councils Job Evaluation and Salary Systems</p> <p>Undertake a gap analysis of staff capabilities against position requirements and develop individual training plans</p> <p>Integrate capabilities into Councils Recruitment &amp; Selection process</p> <p>Integrate capabilities into Councils Performance Appraisal process</p>
<b>Maximise leadership capabilities at all levels of the organisation</b>	<p>Continue to roll out the planned suite of leadership programs at all levels across the organisation</p> <p>Maintain internal accreditation to support ongoing delivery of this program to new staff, and refresher sessions for existing staff</p> <p>Identify and implement new mechanisms for measuring leadership effectiveness</p> <p>Develop, implement and monitor targeted leadership programs to support and promote women in leadership and aspiring leaders</p> <p>Develop, implement and monitor a Succession Planning Strategy</p> <p>Promote participation in and leadership of cross functional projects by emerging and developing leaders</p>
<b>Optimise the On-Boarding of new starters</b>	<p>Undertake an annual review of the current employee induction program and implement required changes</p> <p>Undertake an annual review of the online induction program and implement required changes</p> <p>Continually review and develop on-boarding processes and programs</p>
<b>Promote consistent and effective staff supervision</b>	<p>Provide training for Managers and Supervisors in performance management and coaching</p> <p>Provide training for Managers and Supervisors on intergenerational staff management</p>

	Engage with Managers and Supervisors to identify other areas of upskilling required and develop relevant training programs
<b>Expand our capacity for e-learning</b>	Continue to review and develop e-learning resources
	Engage with Managers in relation to their e-learning requirements and develop programs as required
	Regularly communicate with staff regarding e-learning resources and opportunities
<b>Improve accessibility to and awareness of learning and development opportunities</b>	Review the training application process and implement required changes
	Review the Staff Sponsorship policy and process
	Regularly communicate with staff regarding learning and development opportunities
<b>Create succession pathways</b>	Investigate opportunities to offer traineeships, apprenticeships and graduate programs
	Partner with local educational institutions to develop formal work experience programs
	Design and implement a formal succession planning program
	Investigate opportunities for resource sharing across departments to enhance career pathways for staff
	Investigate the viability of implementing Job Rotation programs in targeted workplaces
	Review the Higher Duties Policy and process
	Create an Additional Duties Policy and process
<b>Enhance our Knowledge Management capabilities</b>	Define and identify subject matter experts
	Develop a Knowledge Management Strategy
	Develop and implement a formal mentoring program to assist in the transfer of knowledge and skills between staff
<b>Improve workplace facilities</b>	Review staff accommodation arrangements and implement improvements as required



STRATEGY	ACTIONS
<b>OBJECTIVE 4: CONTINUE OUR FOCUS ON ORGANISATIONAL DEVELOPMENT</b>  <i>Link to NSW Workforce Strategy: Creating a contemporary Workplace, Attracting and Retaining a Diverse Workforce</i>	
<b>Continually enhance our organisational culture</b>	Undertake an Employee Opinion Survey on a biennial basis
	Communicate the results of each survey to staff
	Engage with the Leadership team to develop Organisational Action Plans to address the feedback received in each Employee Opinion Survey
	Engage with Directors, Managers and staff to develop Departmental Action Plans to address the feedback received in each Employee Opinion Survey
	Engage with Managers and staff to develop Business unit Action Plans to address the feedback received in each Employee Opinion Survey
	Integrate Councils' Vision and Values into the Recruitment & Selection process
	Design, develop and implement programs that reinforce Councils Vision and Values
	Develop and implement a clear communication strategy for the Leadership team
<b>Celebrate the diversity of our workforce</b>	Continue to implement Councils EEO Management Plan
	Design, develop and implement programs and initiatives that promote diversity and inclusiveness
	Communicate with staff in relation to the generational differences
<b>Promote staff wellbeing</b>	Review of the Wellbeing Program and implement changes as required
	Review of Flexible Working Arrangements Policy and practices and implement changes as required
	Review of the Employee Assistance Provider arrangements and implement changes as required
	Design and implement a Mental Health First Aid program
	Investigate cost effective options to provide additional services to staff that enhance their overall wellbeing

<b>Foster a culture of continuous improvement and innovation</b>	Develop and implement a continuous improvement program
	Investigate opportunities to encourage and support innovation

### **Monitoring and review**

Detailed project plans identifying key milestones and completion timeframes will be developed for each Strategy contained within this document. These plans will be closely monitored and progress reports will be provided to the Executive team on a quarterly basis.

The Workforce Management Strategy will be reviewed on an annual basis.



*People and Culture staff*

# Contact Us

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For assistance or information regarding any of Council's services or facilities please contact us.

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