

WORKFORCE
MANAGEMENT
STRATEGY
2017 -2021



TENTERFIELD

Contents

INTRODUCTION	3
OVERVIEW	4
WORKFORCE VISION	4
WHAT IS WORKFORCE PLANNING	4
ORGANISATION STRUCTURE	5
CURRENT WORKFORCE PROFILE	6
Employment Type.....	6
Occupation/Service Profile.....	7
Length of Service.....	8
Age Distribution	8
Gender Profile.....	9
WORKFORCE OPPORTUNITIES & CHALLENGES.....	9
WORKFORCE MANAGEMENT - STRATEGIC FOCUS AREAS	10
1. Ensuring the health, safety and wellbeing of our staff.....	10
2. Growing leadership capability	11
3. Developing a high performance mentality	11
4. Providing career pathways and nurturing talent.....	12
5. Developing attraction and retention practices	12
6. Pursuing Innovation, technology and partnerships.....	13
REVIEWING THE STRATEGY.....	13

Version Control



Version	Date	Modified by	Details
V1.1	24/06/2015	Council	Adoption of Workforce Plan
V2.0	07/02/2017	GM	Construction of new Workforce Management Strategy (draft)
V2.1	12/04/2017	Council	Adoption of Workforce Management Strategy (Res No. 40/17)

INTRODUCTION

The NSW Government's Integrated Planning and Reporting legislation details the role of Council in partnering with the community in the development of a 10 year Community Strategic Plan. The Community Strategic Plan enables and guides Council and the community, in discussions about the direction, priorities and aspirations of our community over the forward period.

This Workforce Management Strategy has been developed in conjunction with our new Community Strategic Plan, Asset Management Strategy and Long Term Financial Plan to ensure the availability of the appropriate human, infrastructure and financial resources to support us in achieving our community's vision.

This document outlines the current workforce opportunities and challenges that exist and the strategies that will be implemented to address and/or take advantage of them in order to meet the objectives contained in Council's detailed four year Delivery Program.

This Workforce Management Strategy recognises that our employees are our greatest asset and through the successful implementation of such we will continue to build upon our solid foundation of delivering responsive, efficient and effective services to our community.

A committed, empowered, valued, and engaged workforce results in the optimal organisational outcomes, and ultimately better service delivery and facilities for our community.

At Tenterfield Shire Council we are fully committed to delivering exactly that.

Damien Connor
General Manager

OVERVIEW

The Workforce Management Strategy (WMS) makes up one of three components of Council's **Resourcing Strategy** as required under the NSW Local Government **Integrated Planning and Reporting framework**.

This WMS is designed to outline the strategies and plans which determine how Tenterfield Shire Council will ensure appropriate human resources are available and have the capacity and capability to meet the Delivery Program.

By identifying workforce capabilities on hand now, considering what will be needed into the future and planning systematically, Council can limit the risks associated with unanticipated events and ensure we are appropriately resourced to handle the changes, opportunities and challenges that prevail in the coming years.

WORKFORCE VISION

Tenterfield Shire Council is committed to being recognised as an employer of first choice by pursuing a workforce culture of excellence and fostering an environment where staff are empowered, challenged and invested-in whilst simultaneously maintaining a flexible balance between work and life commitments for our people.

This in turn will enable us to retain and grow our very best people and when required attract other high performers to become part of our team.

WHAT IS WORKFORCE PLANNING

Workforce planning is designed to support our organisation in forecasting and predicting trends that will have an impact on the workforce we rely on to deliver services that Council has committed to in partnership with the community.

It is a continual process based on analysis of the existing workforce and future forecasts of services to be provided and also taking into consideration the environment in which Council operates. Workforce planning provides a framework for strategising to address challenges and opportunities in a consistent way over the short, medium and long term.

The process identifies any gaps between present and future requirements and seeks to outline solutions or strategies to ensure Council can achieve its Delivery Program and Annual Operational Plans.

The objective is to have the right people in the right places with the appropriate skills, experience and motivation, doing the right jobs at the right time.

In particular, workforce planning will help the executive and management to:

- Make staffing decisions to provide services based on strategic priorities;
- Identify potential resource or skill shortfalls arising and take steps to address these;
- Identify and plan for new and emerging roles and the required transitioning;
- Retain and where required, recruit the appropriate staff to meet future needs;
- Provide career pathways where possible and develop workforce skills that take time to grow;
- Provide improved career development opportunities;
- Increase employee engagement, motivation and contribution;
- Minimise any undesired impacts such as staff turnover, absenteeism and injury.

This Workforce Management Strategy overarches and directs Council's existing and future employee programs and initiatives.

All of our human resources activities support our Civic Leadership aspirations contained within the Community Strategic Plan with a specific focus on "retaining, developing and attracting high performing staff".

The diagram below depicts Council's approach to Workforce Strategy and Planning.



ORGANISATION STRUCTURE

The organisation is comprised of two (2) distinct segments or divisions, they include: the Corporate, Governance and Community Division; and the Infrastructure and Services Division. The two divisions are headed up by the Chief Corporate Officer and Chief Operating Officer respectively who both report directly to the Chief Executive.

The two Divisions are made up of the following Departments/ Business Units:

Corporate, Governance & Community Division

1. Finance and Technology
2. Governance and Performance
3. HR & Workforce Development
4. Community & Economic Development

Infrastructure & Services Division

1. Transport Infrastructure
2. Water-cycle and Waste Management
3. Public Facilities and Space
4. Community Planning and Regulation
5. Plant, Fleet & Equipment

CURRENT WORKFORCE PROFILE

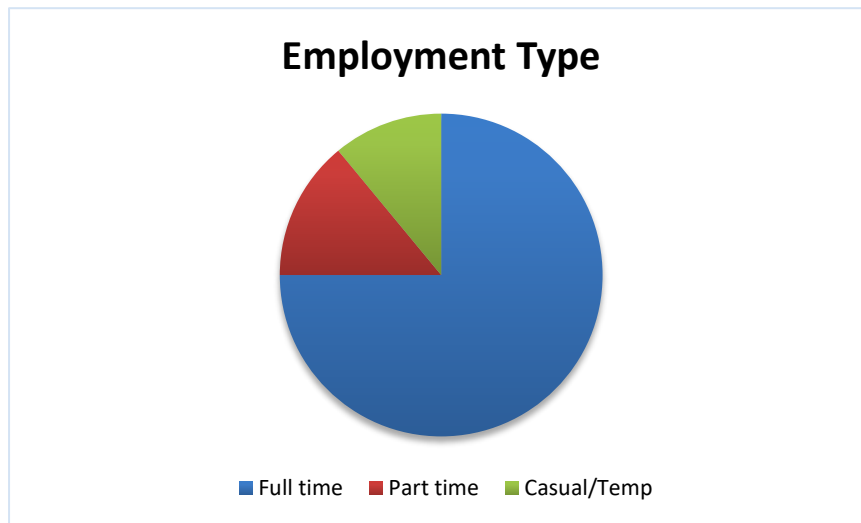
Employment Type

Tenterfield Shire Council's workforce is comprised of 75% full-time, 14% part-time and 11% temporary/casual/contract employees with total individual employees numbering 107. The workforce is equal to a full time equivalent of 89 employees for comparative purposes.

While the variety in employment types offers appropriate flexibility to Council in resourcing its activities, this area further needs to be reviewed, with clear objectives and strategies for some departments to determine the optimal workforce mix to achieve these.

It should be noted that over the past two decades, full time employment has trended downwards with an upward trend of part-time and casual work. These trends have been forecast to continue as employees embrace more flexible working arrangements and the nature of service delivery of Council changes to become more directly targeted towards individualised service models.

Given the variety of specialised skills required by Local Governments, an increase in contract and temporary roles is also expected to increase in the mid and longer term.



Occupation/Service Profile

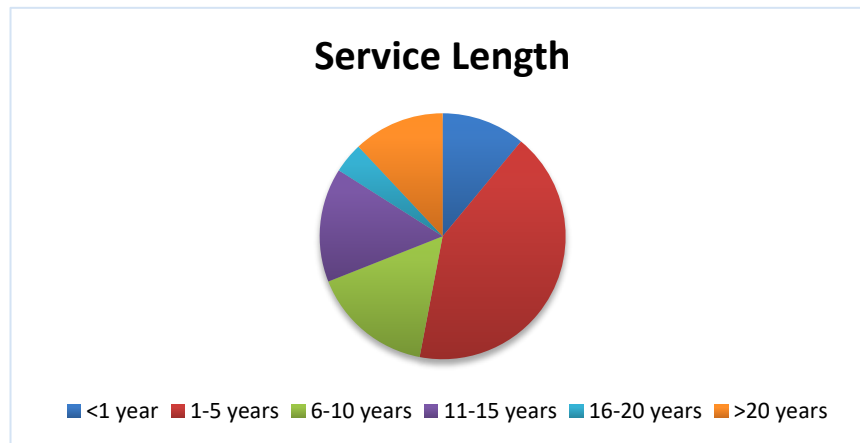
The largest component of Council's workforce (33%) are employed within the Transport Department of Council. This Department is responsible for service delivery across a variety of areas including Roads, Bridges, Footpaths and Cycleways.

Another 16% of staff are employed within our Water, Sewer and Waste Management operations; and a further 10% are employed to deliver Public Facilities and Space operations.



Length of Service

The graph below highlights the fact that more than half (53%) of our employees have less than 5 years of service with Council. A further 16% has between 6 -10 years of service. This distribution of service length highlights the recent past turnover rate and reinforces the importance of issues surrounding retention and attraction for Council.



31% of the existing workforce having 10 years or more service which highlights the need for Council to also improve upon existing strategies to retain and transfer corporate knowledge.

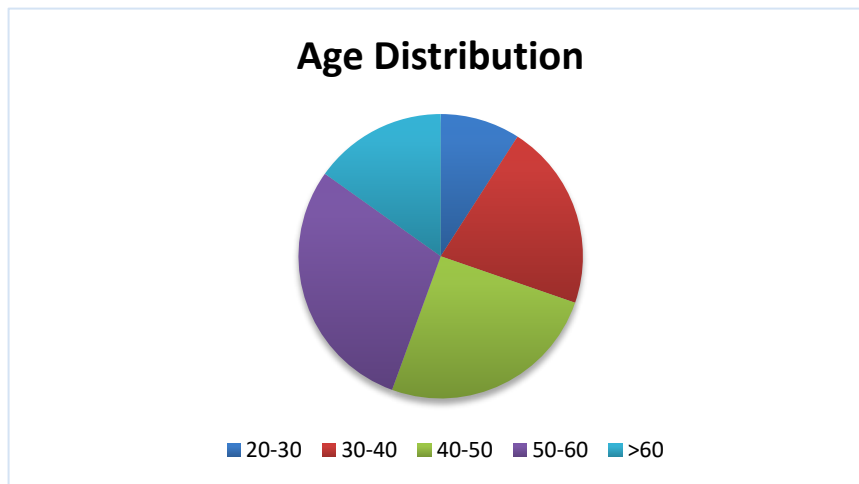
Age Distribution

Local Government has a high number of mature aged workers compared to the national average for industries. Within NSW local councils 52% of the workforce is aged between 35 and 54 years and 20% aged 55 years and over. (2010 Census of Local Government -August 2011).

Tenterfield Shire Council is comparable in this profile with 53% of staff between the age of 35 and 54 and 29% of staff over the age of 55. Those over the age of 55 were most heavily concentrated in the Transport services department and are primarily involved in machinery operation occupations.

Local Governments ageing workforce is listed as the number one challenge in LGNSW's NSW Local Government Workforce Strategy 2016-2020.

Looking at the graph below, it can be seen that nearly half (44%) of all employees are aged over 50 years, which shows that Council is highly made up of a mature workforce. This poses a challenge to Council as there is obviously a higher attrition rate associated with workers as they approach retirement age.



The existing composition of the Tenterfield Shire Council workforce is expected to contribute to a higher turnover rate and may result in skill gaps in some departments and positions across Council during the short to midterm.

Of particular concern is the overarching trend over the past two decades showing a decreased participation by younger employees.

Council has a poor representation of employees in the younger and mid-career age brackets, with only 19% of employees under the age of 35 and currently no staff member under the age of 20.

Gender Profile

In 2016 Tenterfield Shire Council has a workforce gender split of 33% female and 67% male across the organisation.

The current Executive team and Senior Leadership team gender profile also reflect this gender split in-balance, where we have 0% (0 out of 3) members of the Executive team being female and 38% (3 out of 8) members of the Leadership group being female.

WORKFORCE OPPORTUNITIES & CHALLENGES

The following areas have been identified as being of importance and/or key opportunities or challenges in the management and development of Tenterfield Shire Council human resources and the ultimate delivery of Council's strategic objectives and services to our community.

1. Technology and innovation;
2. Senior leadership capability;
3. Management and supervisory capability;
4. Growing talent and providing career pathways;

5. Retaining and developing our existing workforce;
6. Skill shortages and the ability to attract appropriately skilled and experienced staff;
7. Fostering a high performance culture and the recognition of effort, teamwork and excellence;
8. Financial constraints and labour market competition,
9. Change management and transitioning to different service delivery models;
10. Succession planning and capturing and transferring corporate knowledge and know-how;
11. Changing employee expectations;
12. Changing customer expectations.

These challenges are not unique to Tenterfield Shire Council, local government or the region. To develop and retain a workforce that is capable of meeting the aspirations of our community and keeping pace with the changing environment we must continue to invest in our workforce, pursue innovation and embrace a changing environment.

WORKFORCE MANAGEMENT - STRATEGIC FOCUS AREAS

Having the right people in the right place at the right time is the main objective of this Strategy. Our people are the ongoing key to the success of Tenterfield Shire Council as an organisation. To deliver this outcome we will address the following key areas:

1. Ensuring the health, safety and wellbeing of our staff

We are committed to creating a culture where the health, safety and wellbeing of our employees is paramount. We will not only implement and continuously promote excellent workplace safety, but also recognise the importance of a holistic approach to employee health and wellbeing.

Council will provide an organisation wide approach to the effective management of workplace health and wellbeing by promoting initiatives and education that assist employees to sustain a healthy, safe and balanced lifestyle.

Program/Initiative

- 1.1 Provide and maintain a safe working environment where excellence in workforce safety practices and systems is valued and promoted.
- 1.2 Develop and implement physical and mental health initiatives to facilitate the improvement of the health and wellbeing of our staff.
- 1.3 Pro-actively manage Return to Work programs.
- 1.4 Continue to provide an Employee Assistance Program and independent counselling and advice services.

2. Growing leadership capability

Quality leaders are invaluable. Our organisation needs to be led by a group of authentic, inspiring and highly capable leaders and accordingly we will continue to grow and invest in both our existing and emerging leaders to ensure the ongoing success of Tenterfield Shire Council.

Program/Initiative

- 2.1 Implement the Senior Leadership Colloquium Program.
- 2.2 Develop and implement an Emerging Leaders Program.
- 2.3 Develop and implement an internal Mentoring Program to nurture and grow our workforce talent.
- 2.4 Continue to deliver the training and development program from Council's Innovation funding allocation.

3. Developing a high performance mentality

Work isn't merely a place that you go, it is the thing that you do and part of who you are. Accordingly we are committed to developing a workforce that see their employment as more than just a job and who get more out of their work than just a wage.

The best organisations create high-performance cultures by setting clear expectations, defining employees' roles, creating a trusting environment, recognising and celebrating success and encouraging employees' growth and development.

Program/Initiative

- 3.1 Undertake initiatives to ingrain our organisational values with all of our staff with an additional emphasis on our commitment to Excellence and Teamwork.
- 3.2 Develop and implement an Excellence (Reward) Program aligned to our organisation values and service delivery targets.
- 3.3 Further develop a staff recognition program to recognise and celebrate the success and milestones of individuals and teams.
- 3.4 Implement and maintain a workforce performance framework to enable clear alignment of the desired strategic outcomes and key performance targets of the organisation with those of individual staff's goals and actions.

4. Providing career pathways and nurturing talent

The development of our staff is critical to meeting the changing environment and challenges faced by Council. We will create an environment where the opportunity for new challenges and professional growth opportunities exists at all levels of the organisation. Our programs will shape Council's culture and assist us to retain and grow our current and future leaders and skilled professionals.

Program/Initiative

- 4.1 Further develop our learning and development planning and programs that equip staff for both their respective roles and future growth opportunities.
- 4.2 Develop and implement a succession planning program and action plan.
- 4.3 Provide a platform for knowledge sharing across departments and encourage cross-functional work team participation for skill and career growth.
- 4.4 Develop partnerships with other Council/s and businesses for mentoring and professional growth opportunities for staff.

5. Developing attraction and retention practices

It is vital that we have the right workforce, with the right capabilities, skills and attitudes, in the right place at the right time, to deliver our work plans.

This means that we need to endeavour to retain, challenge and grow our best people to enable the required workforce capability of both today and our needs of tomorrow. We also acknowledge that we will need to be able to attract skilled professionals to join our team and when this is the case, we want to be able to offer a value proposition to attract high quality individuals who share our organisation values.

To do this we will need to review our remuneration structures to ensure that we are market competitive and reflective of the prevailing market demand and supply. But more importantly, we need to be able to provide an environment and culture that people want to become part of.

Program/Initiative

- 5.1 Further develop our staff engagement practices and systems to ensure that staff are informed, involved, engaged with and committed to our organisation.
- 5.2 Review the organisation design and structure and undertake a skills, experience and leadership audit and divergence analysis.

- 5.3 Review our recruitment practices and develop our value proposition as an organisation to ensure that we are able to attract the best quality professionals possible when recruiting, including market competitiveness for remuneration.
- 5.4 Strive to establish Tenterfield Shire Council as an employer of choice that develops, retains and recruits talented staff and facilitates a diverse workforce.
- 5.5 Foster an environment that supports and celebrates diversity and where the best person for the job gets the job, regardless of age, sex, religion, ethnicity or any other personal position.
- 5.6 Develop initiatives and systems that support and enable flexible work arrangements whilst remaining mindful of business requirements.

6. Pursuing Innovation, technology and partnerships

Innovation only happens when we are willing to take a risk, so our organisation will embrace experimentation and accept that not everything will work, but remain committed to thinking differently and challenging the way things have always been done. This will enable Council staff to find options for providing services more efficiently and effectively and maybe even end up doing something extraordinary.

Program/Initiative

- 6.1 Develop and implement an Innovation (incubator) program that enables and resources the ability to try new things and think differently to our existing workplace practices.
- 6.2 Model and develop a range of possible resource sharing and cross organisation partnership models for the most efficient and effective delivery of services.
- 6.3 Develop an initiative to pursue further automation of practices throughout the work place and to transition towards a paperless office.

REVIEWING THE STRATEGY

In order to ensure that this Workforce Management Strategy remains aligned to the objectives detailed in Council's four year Delivery Program and the Community Strategic Plan, it is critical that regular reviews against key indicators and milestones are undertaken.

This will also ensure that the plan is a 'living' document and allow informed changes to be made as required.

This Workforce Management Strategy will be reviewed and updated annually and adjusted to align the existing workforce with changing internal and external influences. Additionally, on-going monitoring will be undertaken to ensure that strategies are being successfully implemented.

Council constructs Service Business Plans for each of its service areas on an annual basis including for HR & Workforce Development. These service plans are reviewed and revised annually. Performance indicators are set for each of the plans and measured for progression and success.

Performance measures and targets for each of the specific Workforce Management Strategies contained in this document are further detailed including project plans, in the HR & Workforce Development Service Plan.

