



## WORKFORCE DEVELOPMENT

### Summary:

The purpose of this policy is to provide clear direction on Workforce Development initiatives and activities, which seek to increase and sustain efficiency and effectiveness to ensure delivery of strategic goals.

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| <b>Department</b>               | Office of Chief Executive                  |
| <b>Policy Custodian</b>         | Manager HR, Workforce Development & Safety |
| <b>Superseded Documents</b>     | Organisational Development – 168/17        |
| <b>Related Legislation</b>      | Local Government (State) Award             |
| <b>Delegations of Authority</b> | Manager HR, Workforce Development & Safety |

## 1. Overview

### Introduction

It is good practice for Council to have guidelines for the development of the Business Excellence Framework through Organisational/Workforce Development concepts and principles.

Actively pursuing Organisational/Workforce Development initiatives and activities will ensure that Council Officers are constantly and actively involved in seeking to increase and sustain efficiency and effectiveness gains in the business of delivering strategic goals.

## **2. Policy Statement**

### **Workforce Development in Tenterfield Shire Council.**

What is Workforce Development?

Whilst there is no single definition of workforce development, it is commonly known to be the practice of changing people and organisations, for positive growth.

In practice, workforce development can take on many forms, and typical workforce development activities can include some of the following:

- Team Building
- Organisational Assessments
- Career Development
- Training
- E-Learning
- Coaching
- Innovation
- Leadership Development
- Talent Management
- Change Management
- Succession Planning

### **Benefits**

Workforce development helps all types of organisations by:

- Empowering leaders and individual employees;
- Creating a culture of continuous improvement and alignment around shared goals;
- Making change easier and faster;
- Putting the minds of all employees to work;
- Enhancing the quality and speed of decisions;
- Making conflict constructive instead of destructive;
- Giving leaders more control over results, by giving employees more control over how they do their jobs.

What does this mean for us?

We will implement workforce development initiatives and activities which seek to encourage increased staff performance and work-based productivity and which also align with and support the Mission, Vision and Corporate Values of the Tenterfield Shire Council.

## **3. Accountability, Roles & Responsibility**

Key strategies in implementing our Operational Plan include focussing on workforce development initiatives which include:

- Staff development,
- Training in best practice,

- Team work,
- Continuous improvement,
- Business efficiencies, and
- An audit of work practices and systems.

We will need to use “self-reflection” to assess how we can do things better with what we have got (or with less) and identify new creative ways of achieving outcomes.

These initiatives and activities will also align with and support the Operational and Workforce Plans through the ongoing development of council staff through team building initiatives, structured training courses and self-reflection.

In order to move forward with our plans there are key factors which will need to be considered. Important amongst these factors to be considered is how we, as employees, work cooperatively together ensuring that there is mutual respect and harmony within work teams and between management and staff. The key principles for working together and for Council are outlined in the Code of Conduct.

The workforce development learning and development initiatives which we will embark on include:

- Identifying and mapping the valuable skills which staff already have;
- Identifying, documenting and planning learning and development programs for the skills required for staff going forward e.g., supervision training;
- Engaging skilled staff in delivering training or coaching and mentoring for others;
- Encouraging staff to seek further skills and knowledge for future placement or undertaking critical positions for back-up purposes in terms of Council’s Succession Planning Policy.

#### **4. Accountability, Roles & Responsibility**

The Chief Executive will oversee the implementation of this policy and review the policy annually in line with the development of the Operational Plan and the review of the Workforce Plan.

Workforce development initiatives and activities will encourage individual staff to engage enthusiastically in planning, problem solving and participating in work projects within their sphere of responsibility.

Workforce development initiatives and activities will seek to create and support an environment of trust.

Workforce development initiatives and activities will be based on the premise that each council staff member is an individual person with differing learning, work and life needs. Individuals make up teams where each individual contributes to the collective outcome of work activities.

Workforce development initiatives and activities will be coordinated and/or conducted by the Manager HR, Workforce Development & Safety and HR & Workforce Development Coordinator.

Workforce development initiatives and activities will be designed and conducted based on the operational requirements of Council and the development needs of staff members through open communication, consultation, the performance appraisal system and workplace change. Where necessary appropriate committee groups will be consulted and/or informed of progress.

Role clarification and competency development for council staff will be continuously reinforced in organisation development activities.

Workforce development initiatives and activities will be based on adult learning principles and action learning processes wherever possible.

Management will use existing staff communication forums and tools, such as tool box meetings and newsletters, as often as possible in communicating feedback on the progress of organisation development initiatives and activities.

Workforce development initiatives and activities will be developed to complement and support the introduction or review of Council’s strategic planning documents.

Workforce development initiatives and activities which include indoor or outdoor training exercises will be conducted observing and complying with workplace health and safety guidelines and legislation.

**5. Related Documents, Standards & Guidelines**

Nil

**6. Version Control & Change History**

| <b>Version</b> | <b>Date</b> | <b>Modified by</b> | <b>Details</b>                              |
|----------------|-------------|--------------------|---|
| V1.0           | 22/05/19    | Council            | Adoption of Original Policy (Res No. 92/19) |
| V2.0           |             |                    |   |
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