



# Workforce Management Plan

2019 - 2023



Policy Responsibility	Human Resources		
Review Timeframe	4 years		
Last Review Date	July 2019	Next Scheduled Review Date	June 2023

## INTRODUCTION

Workforce planning is an important part of Council’s integrated planning and reporting framework.

Council’s Workforce Management Plan forms part of the Resourcing Strategy, helping to resource the organisation to deliver the community’s priorities and aspirations, as expressed in the Community Strategic Plan.

Simply put, workforce planning it is about having the right people in the right places with the right skills doing the right jobs at the right time. The Plan enables Council to plan future workforce needs in order to deliver services it provides, focuses on the medium- and long-term requirements and provides a framework for dealing with immediate challenges in a consistent way.

Council has a long history of providing a stable and skilled employment base to support the Coolamon Shire community, Council will ensure the balance between service delivery and operational efficiencies, and aims to show leadership in contributing to the economic and social fabric of the local community..

### **“OUR COMMUNITIES 2030” – A PLAN FOR THE COOLAMON SHIRE**

As the result of legislation enacted in October 2009 all NSW Local Councils are required by the Local Government Act to develop a Resourcing Strategy. Included within the Resourcing Strategy is a Workforce Management Plan which is a strategic approach to managing the workforce needs for the next four years.

Figure 1 and Figure 2 illustrate how Workforce Planning combines with Long Term Financial Planning and Asset Management to support Council’s Resourcing Strategy that in turn details how Council will resource the strategies that it is responsible for within the Community Strategic Plan, Delivery Program and Operational Plan.



**Figure 1: Resourcing Strategy**



**Figure 2: Integrated Planning and Reporting**

## **WORKFORCE PLANNING**

To continue to meet its responsibilities in the delivery of essential services to the Community it is imperative that Council has in place a process to ensure that there are sufficient people and resources with the right skills in the right place at the right time to meet the changing needs of the Community and able to respond in an effective and efficient way.

### **WORKFORCE PLANNING BENEFITS**

The intention of preparing this Workforce Management Plan is not that this plan shall be complicated in its delivery. Its aim is to undertake a simple analysis of Council's current staffing structure and identify the direction for both now and in the immediate future. The implementation of this plan will deliver a number of benefits to the organisation such as:

- Identify and reduce potential skills shortages earlier
- Improve efficiency, effectiveness and productivity
- Respond to change in the market and take appropriate steps to retain and strengthen Council's workforce for service delivery
- Identification of staff development needs
- Job satisfaction and retention of employees
- Assist with the identification and management of people
- The recruitment, development or retention of appropriate staff required to meet the future needs of the organisation
- Ensure employees possess the right skills and are suitable for the job at hand which will improve the efficiency, effectiveness and productivity.

Council's intention is to create an atmosphere which embodies the principle of honesty and frankness and encourage a forum based on openness, commonsense and innovation. To this end Council will:

- 1) Engage appropriately qualified Staff to carry out its functions - to ensure the effective and efficient delivery of services to the Coolamon Shire Community.
- 2) Provide necessary resources for Staff to carry out their designated tasks.
- 3) To provide appropriate career path options, subject to the financial constraints of Council.
- 4) To plan for the replacement of essential Staff to ensure the continuity of the delivery of services.
- 5) To provide for the health and wellbeing of all Staff in the workplace environment to ensure their safety and other issues are addressed.
- 6) To provide a workplace that helps employees to develop pride and have a caring attitude in the performance of their duties and also for their fellow employees.

Management are required to provide an annual report to Council on performance of the Workforce Management Plan.

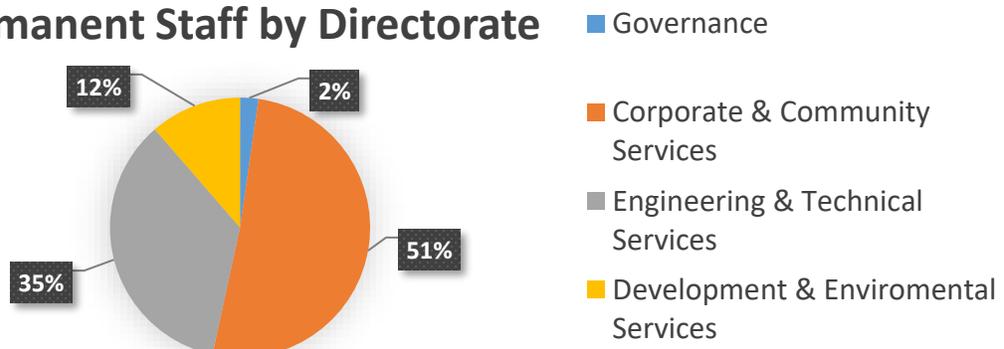


# Our Workforce

The aim of this plan is to ensure the workforce is adequate and meets the needs of Council at present and in the future. In order to make this plan a working document the various sectors of the organisation will be broken down as detailed hereunder. This explains the varied nature of our workforce and the diversified roles they undertake.



### Permanent Staff by Directorate

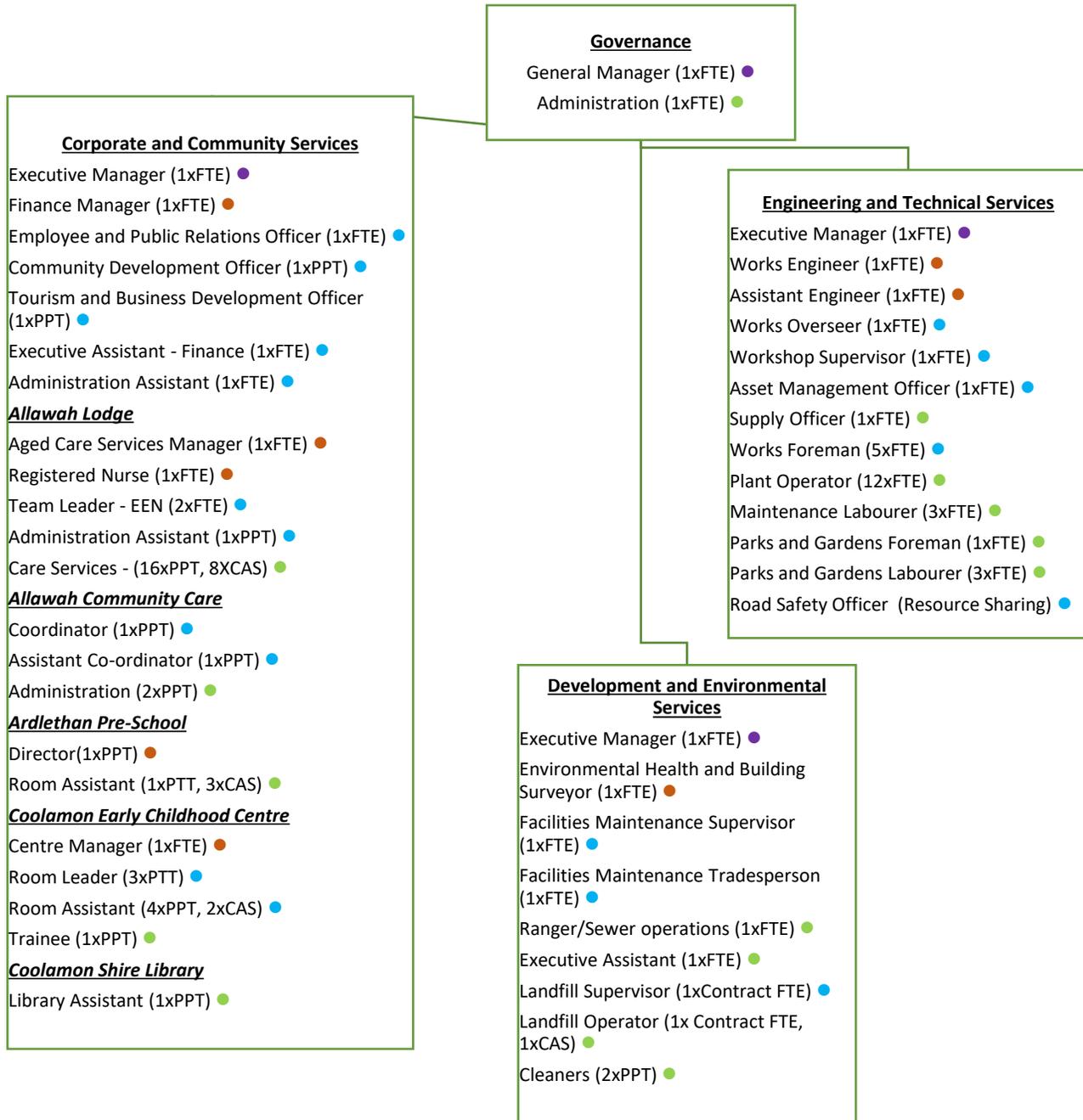




# Desirable Workforce Structure

To assist with the decision making process an analysis of Council’s desirable staff structure has been categorised into groups. This categorisation will allow Council to ascertain areas of greater risk and any future training needs when compared to the staff structure at any point in time.

**DESIRABLE WORKFORCE STRUCTURE – JOB CATEGORIES**



**Position matching skills and remuneration**

- Operational – Band 1
- Administration/Technical/Trade – Band 2
- Professional – Band 3
- Executive – Band 4

## AGEING WORKFORCE

Currently, Council has a workforce of 88 full time and part time equivalent employees. 13.6% of this workforce is aged between 18-30, 39.8% aged between 31-50 and 46.6% between 51-75.

In order to ensure that Council maintains a well-balanced workforce structure in future years, the strategies that Council has adopted in this workforce plan with the actions it proposes to implement throughout the course of this plan which are designed to address the various areas of concern for the future and should cover Council's requirements in this regard.

In formulating its Succession Plan, Council recognizes that the following criteria/limitations apply:

1. The need to observe EEO practices.
2. The difficulties in attracting qualified staff to rural areas
3. That any Succession Plan is only relevant at a particular point in time.

Council's Succession Plan is appropriate for each of the managerial/professional positions and highlights the need for training and developing the capacity from within Council.

## GENDER BREAK-UP

Current, some 55.7% of Council's workforce is female with 44.3% male. Council has 5 females represented at management level, Council intends to continue to encourage more opportunities for all staff including females by providing flexible working hours for those with family commitments together a training policy that encourages people to further their skills in their various areas of the workforce. Council will continue to monitor and upgrade its training program to keep abreast with the changing employment requirements.



## STRATEGIES AND ACTION PLAN

Although Council has been able to attract suitably qualified staff to provide for and administer the necessary delivery of services, in order to ensure this situation is retained, Council will need to have in place suitable strategies and actions to retain its position as a leading employer within the Community. Proposed ongoing initiatives include:

Objectives	Action
<b>Promote Council as a preferred employer</b>	<ul style="list-style-type: none"> <li>• Ensure Council's conditions of employment are maintained to meet market expectations in rural areas.</li> <li>• Regularly review Council's salary system together with job evaluation and staff review in an objective format.</li> <li>• Maintain good relationships with staff and employee unions.</li> <li>• Maintain fourteen day, three week working systems, where applicable</li> </ul>
<b>Provide quality recruitment and retention</b>	<ul style="list-style-type: none"> <li>• Effectively promote Council's vacant positions to attract skilled staff through various media as applicable to the position advertised.</li> <li>• Ensure advertisements are eye-catching and promotes a consistent image.</li> <li>• Provide flexible working hours to staff with family commitments to retain skilled staff.</li> <li>• Review the induction process to engage and support a diverse, skilled and knowledgeable workforce.</li> <li>• Ensure all award conditions are complied with in relation to employee's benefits.</li> <li>• Transfer of knowledge to appropriate staff in order to facilitate Council succession plan.</li> <li>• Conduct exit interviews and analyse information to identify trends that may appear</li> </ul>
<b>Provide a highly skilled and diverse workforce</b>	<ul style="list-style-type: none"> <li>• Undertake an annual skills and capabilities audit on all positions</li> <li>• Conduct annual performance appraisals on all staff</li> <li>• Complete regularly employee satisfaction surveys</li> <li>• Provide study leave and financial support for career development in line with staff training policy.</li> <li>• Provide structured and specialist training programs for staff when necessary.</li> <li>• Encourage apprenticeships and traineeships for various staff members.</li> </ul>
<b>Attractive and accessible work environment</b>	<ul style="list-style-type: none"> <li>• Implement and support initiatives from the Disability Inclusion Action Plan</li> <li>• Maintain assets in good condition to facilitate staff working conditions.</li> <li>• Keep abreast with modern technology to ensure high standards are retained.</li> <li>• Regularly upgrade computer systems, hardware and software.</li> <li>• Maintain a modern fleet including construction equipment, vehicles and miscellaneous plant.</li> <li>• Operate in a financially responsible manner.</li> </ul>
<b>Safe workplace environment.</b>	<ul style="list-style-type: none"> <li>• Provisions of employee assistance program.</li> <li>• Active WH&amp;S committee that works to reduce workplace hazards.</li> <li>• Continued support to the work health and safety committee.</li> <li>• Proactive approach to health and safety.</li> </ul>

This Workforce Management Plan should also be read in conjunction with Council’s Human Resources documentation and Policies.

The Policies and documentation further expand on Council’s obligations towards its employees. This plan is aimed at providing Council with the opportunity to be in a position to achieve what is required and plan for the future through an annual review process and adjustment of the Workforce Plan.

**PROFESSIONAL DEVELOPMENT**

All Managers require the appropriate skills and attributes to implement the desired objectives outlined in this plan.

Such skills and attributes include;

- Manage and control staff, budgets and work programs utilizing leadership evaluation and monitoring skills
- Ability to generate innovative approaches to more effectively deploy resources, meet changing circumstances and improve service delivery
- Motivate staff at all levels by leading and influencing others to achieve complex objectives.

Ongoing training and support is available and explored to give staff the opportunity for professional development. Internally Council’s Employee and Public Relations Officer offers support and guidance on documentation, templates and supporting documentation relating to the workforce.

**FURTHER DOCUMENTATION INFORMATION & RELATIONSHIPS**

Related Legislation	Local Government Act 1993  Equal Employment Opportunity Act 1987  Disability Inclusion Act 2014
Related Policies	<ul style="list-style-type: none"> <li>• Human Resources Policies and procedures</li> </ul>
Related Procedures/Protocols, Statements, Documents	<ul style="list-style-type: none"> <li>• Operational plan</li> <li>• Delivery Program</li> <li>• Disability Inclusion Action Plan</li> </ul>