



**UPPER LACHLAN SHIRE COUNCIL**

**HUMAN RESOURCE  
STRATEGIC PLAN**

**Adopted: 14 December 2006**

**Resolution No. 390/06**

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## **1 Executive Summary**

The Upper Lachlan Shire Council is pleased to present its initial Human Resource Strategic Plan. The plan has been formulated in accordance with the requirements of the Local Government Act 1993. The Upper Lachlan Shire Council's aim is to provide services and facilities to enhance the quality of life and economic viability within the Council. The Council supports persons from diverse social, economical and cultural backgrounds.

The Upper Lachlan Shire Council - Human Resources Strategic Plan supports the achievement of objectives in the Upper Lachlan Shire Council Management Plan by focussing attention on the important people issues within the Council. The plan provides a strategic approach, which supports managers and employees to effectively utilise the Council's human talent to achieve the goals of the Council and individual employees.

Staffing accounts for a significant component of the Council's operating budget and therefore, a strategic approach to the management of people at Upper Lachlan Shire Council is critical. The Council's future success depends upon the skills, energy and commitment of its employees. Consequently, the Council must attract, develop and retain employees of the highest quality and provide a working environment that will enable employees to maximise their contribution to the achievement of the Council's Mission, Values and Vision.

Upper Lachlan Shire Council recognises the importance of the contribution of the individual and the consequent obligation to provide a safe, supportive and stimulating work environment for all its employees. These issues will fundamentally drive the Human Resource function and will provide the focus for the Upper Lachlan Shire Council - Human Resources Strategic Plan.

Council's achievements are primarily attributable to its key resource - its staff. It is a common occurrence that Council employees face numerous varied challenges and Council's employees always rise to the occasion. Their dedication is exemplary, their achievements notable, their hard work and long hours much appreciated by the community.

Council staff members continue to persevere in reinforcing their commitment to customer service and continuous improvement. The Upper Lachlan Shire Council - Human Resources Strategic Plan will act as the stratagem to carry on achieving the needs and expectations of the ever growing Shire within the resources available to Council.

## **2 ULSC Human Resources Values Statement**

The Human Resource Strategic Plan supports the values of the Council. The Council will provide a strategic approach to the management of its people through:

- Providing a clear strategic focus for workforce management;
- Ensuring that human resource policies and practices provide transparency, honesty and fairness in the management of its people;
- Ensure all employees are provided with adequate resources, such as training and occupational health and safety equipment;
- Promoting leadership, coaching and supporting managers to effectively manage their employees;
- The promotion and adherence to equal employment opportunity objectives;
- Creating a safe, supportive and equitable work environment for employees which sustains high levels of satisfaction, empowerment, commitment and accountability; and
- Maximising the Council's return on its human investment.

### **2.1 General**

In the current time of continual change, the Council must adopt a strategic approach to the management of its people. A clear strategic focus in human resource management will align the Council's productive culture and organisational structure with its business strategy to ensure that the Council achieves its Mission, Values and Vision.

Effective utilisation of the Council's human resources is of paramount importance if the Council is to gain benefits from its industrial arrangements and supporting human resources policies. These offer a framework to improve the Council's performance through efficiency, flexibility and responsiveness, and a productive, high quality workforce; while ensuring that the Council conducts its affairs efficiently, and in a manner which emphasises educational, social and financial responsibility.

In order to ensure workforce capability meet changing workforce needs, demographic shifts and legislative requirements, the Council will address the issue of the changing work environment through flexibility measures in employment and redeployment options. The current industrial arrangements and supporting human resources policies provide for flexibility, however, managers need to be educated to understand how to effectively utilise these new arrangements to meet both the needs of the Council and the individual employee.

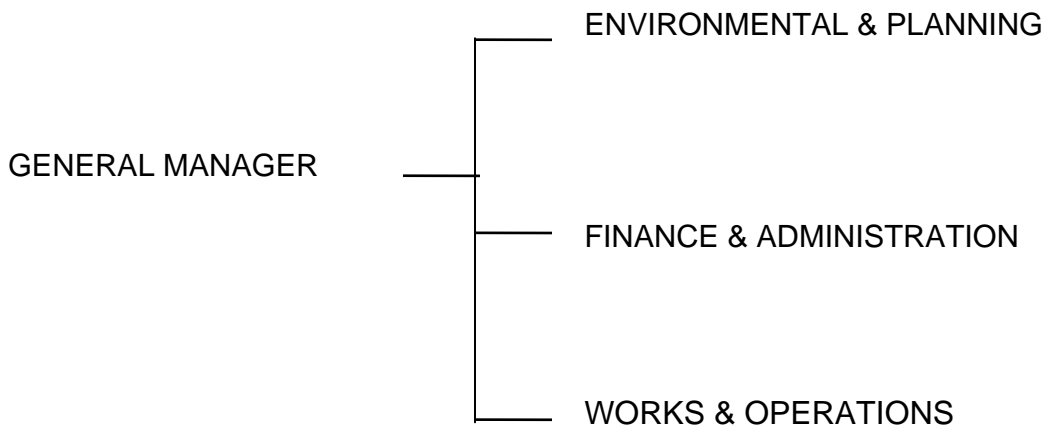
Employee attraction and retention, equal opportunity and anti-discrimination, employee learning and development, performance management, workplace health and safety, employee relations, strategic staffing, the human resource management system (HRMS) and client services are principles underpinning strategic human resource management at the Council and will be addressed later in this plan.

## 2.2 Organisational Structure

Council's Organisational Structure is determined by Council. It is the General Managers responsibility to advise the Council on the most appropriate structure, subject to resources and in consideration of the Council's operations and activities. The Organisational Structure is to be reviewed annually by the General Manager and reported to Council.

The General Manager in performing his functions is supported by a defined Senior Management Structure, who in turn is supported by various Managers, Supervisors and staff within each Department.

The current Organisational / Management Structure have three defined Departments reporting to the General Manager as follows:



Whilst the General Manager is responsible for day-to-day management of Council operational activities and functions, each Department Director and Managers have a range of responsibilities and identified performance targets to achieve in order to meet the objectives set by Council. The Council's objectives are determined annually in the adoption of an annual Management Plan.

## 2.3 Environmental Analysis

As at 31 October 2006 the staffing profile (head count) at the Council is represented as follows:

<b>Environmental &amp; Planning</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
<b>Total</b>	7	6	13

<b>Administration &amp; Finance</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
<b>Total</b>	7	27	34

<b>Works</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
<b>Total</b>	90	2	92

<b>All Employees</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
<b>Environmental &amp; Planning</b>	7	6	13
<b>Administration &amp; Finance</b>	7	27	34
<b>Works</b>	90	2	92
<b>Total</b>	<b>104</b>	<b>35</b>	<b>139</b>

An analysis of the operating environment which impacts on the Council has been undertaken with the following major trends being identified as impacting on the work environment.

<b>Technology</b>	<ul style="list-style-type: none"> <li>• Technological change challenges traditional work organisation and traditional skills.</li> <li>• Employees demanding ready access to current and accurate information.</li> <li>• Reliance on technology to improve productivity, and streamline processes.</li> <li>• Flexible working arrangements through technology.</li> <li>• Globalisation resulting in the need for more flexible and diverse staffing requirements and arrangements.</li> </ul>
<b>Industrial Relations and Legal Environment</b>	<ul style="list-style-type: none"> <li>• Industrial arrangements provide further opportunity to reshape the working environment.</li> <li>• Increased legislation in relation to employees' personal information.</li> <li>• Increased legislation focusing on protecting the rights of individuals at work and employer obligations.</li> </ul>
<b>Social and Cultural Trends</b>	<ul style="list-style-type: none"> <li>• Increasing demand for all employees to be culturally aware.</li> <li>• Focus on 'work/life balance' with subsequent demand for flexibility in work arrangements.</li> </ul>
<b>Equal Opportunity</b>	<ul style="list-style-type: none"> <li>• Recognition of the need for greater representation of senior female employees at both academic and management levels.</li> <li>• Gender barriers in traditional employment roles.</li> <li>• Focus on target equity groups and community responsibility.</li> </ul>
<b>Quality</b>	<ul style="list-style-type: none"> <li>• Greater accountability in relation to government funding and sourcing private funding.</li> <li>• Competition resulting in the ongoing need to maintain quality academic programs.</li> <li>• Internal reviews with increasing demand for evidence to demonstrate performance quality.</li> </ul>
<b>Financial</b>	<ul style="list-style-type: none"> <li>• Financial constraints and demand for increased productivity and efficiency.</li> <li>• Increasing need for additional training programs to meet external agency requirements increases financial pressure on Councils.</li> <li>• Financial management and sustainability of Councils resources to ensure their operations into the future.</li> <li>• Continued public funding stringency.</li> <li>• Reliance on alternate income streams to supplement government funding.</li> </ul>

	<ul style="list-style-type: none"> <li>• Ensure competitive salary packaging with like sized Local Government authorities.</li> </ul>
<p><b>Workplace Health and Safety</b></p>	<ul style="list-style-type: none"> <li>• Liability resulting in increased requirement to comply with legislation.</li> <li>• Increase in WorkCover claims resulting in the need to monitor workplace health and safety concerns, ensuring early intervention and a safe return to work.</li> <li>• Greater emphasis on individual responsibilities in the workplace.</li> <li>• Increased focus on risk management.</li> <li>• Increased focus on occupational health and safety requirements from government agencies.</li> </ul>
<p><b>Performance Management</b></p>	<ul style="list-style-type: none"> <li>• Increasing need to integrate attraction and retention, employee development and talent management, and align individual and organisational objectives to provide employee recognition and rewards.</li> <li>• Growing pressure to adopt a holistic approach to a performance management framework.</li> </ul>



### 3 Key Issues

Key issues which impact on the management of people at ULSC are clearly shaped by the operating environment as mentioned above. The ULSC Human Resources Strategic Plan will support the Council's strategic plan, business strategy and Mission, Values and Vision; by providing the Council with a strategic approach to the management of its people through specifically focusing on employee attraction and retention, equal opportunity and anti-discrimination, employee learning and development, performance management, workplace health and safety, employee relations, strategic staffing, Human Resource Management System (HRMS) and Client Services.

#### 3.1 Employee Attraction and Retention

<b>ULSC Goal</b>	<b>HR Goal</b>	<b>HR Strategies</b>
<p>In order for the Council to retain its leadership and maintain the quality of its academic programs, the Council recognises the need to employ and retain excellent academic and general employees and to nurture their careers.</p> <p>The Council will implement effective recruitment practices including employing competitive processes for academic and executive employee positions.</p>	<p>To develop, implement and continually improve employee attraction and retention strategies, to ensure that the Council employs excellent employees, and provides a work environment, which encourages employees to reach their full potential and maximise their contribution to the Council.</p>	<p>Develop, implement, and continually improve 'merit based' competitive selection processes for the recruitment and selection of high quality academic, general and executive employees.</p> <p>Review and implement an induction program for all employees.</p> <p>Continue to monitor recruitment processes to ensure that they are honest, fair and transparent; comply with relevant legislation, industrial arrangements, and human resources policies.</p> <p>Review the use of recruitment and selection methods and tools including a focus on technology to make efficiency gains.</p> <p>Develop, implement and review retention strategies including rewards and quality of the work environment.</p> <p>Continually assess the cost effectiveness of current recruitment strategies and processes through quarterly benchmarking data and best practice examples.</p>

### 3.2 Equal Opportunity and Anti-Discrimination

<b>ULSC Goal</b>	<b>HR Goal</b>	<b>HR Strategies</b>
<p>The Values Statement indicates that the Council seeks to be transparent, honest and fair in the management and use of its human resources. It seeks to behave equitably towards its employees, recognising the needs of differently able people and celebrating the contributions made by people from many different cultures.</p> <p>In relation to human rights, the Council will behave with care for the individual within policies and actions designed or undertaken for the common good of the Council and wider community.</p> <p>The Council will meet its responsibilities for affirmative action and equal employment opportunity.</p>	<p>To promote human rights, equity and social responsibility by providing a work environment that encourages excellence through diversity.</p>	<p>The Council will fulfil its responsibilities as an employer under human rights and equal opportunity legislation, and will take all reasonable steps to prevent discrimination and harassment in the workplace. This includes implementing precautionary measures to minimise the risk of discrimination and harassment occurring.</p> <p>Principles and practices of equity will be integrated in all areas of human resources policy, practice and programs.</p> <p>To research, develop and implement policies and programs, which improve employment opportunities, career development and job satisfaction for people in equity groups.</p> <p>Promote 'Equal Opportunity for Women' through human resources activities particularly in the areas of recruitment and selection, induction, learning and development, promotion, mentoring, statistical and other information collection and dissemination, and policy development.</p>

### 3.3 Employee Learning and Development

<b>ULSC Goal</b>	<b>HR Goal</b>	<b>HR Strategies</b>
<p>To be committed to excellence in teaching, learning and research in a diverse cultural and flexible learning environment.</p> <p>To employ and retain excellent academic and general employees and to nurture their careers.</p> <p>To care for the individual within policies and actions designed or undertaken for the common good of the Council and wider.</p> <p>Ensure appropriate opportunities for employee induction, staff development and career advancement.</p> <p>Promote ULSC as a learning organisation; that is, as an organisation that continually adapts management, organisation and skills to accommodate new information and technologies.</p>	<p>To provide opportunities for employee development and learning and career enhancement, through development, implementation and coordination of policies and programs designed to increase organisational effectiveness and to develop individual potential.</p> <p>Ensure that all employees at ULSC have ongoing opportunities to improve their skills and receive development that complements the needs of their position.</p>	<p>Develop, coordinate and deliver a comprehensive organisational development program tailored to meet the needs of academic and general employees and the Council's legislative obligations. The program will include skills based workshop modules and supporting consultancy services.</p> <p>Facilitate learning, training and development programs and provide coaching and support for teams and individual employees to equip them with skills and strategies to deal effectively with workplace issues and assist in career development.</p> <p>Develop a tailored induction program for new academic employees.</p> <p>Provide coaching, support and training for managers and supervisors in the effective management of employees.</p> <p>Provide mentoring and multi skilling opportunities to encourage and support employees to maximise their contribution and meet their full potential.</p> <p>Develop, implement and monitor employee development policies and procedures and coordinate Promotion for Academic Employees, Academic Development Leave and Study Assistance processes.</p>

### 3.4 Performance Management

<b>ULSC Goal</b>	<b>HR Goal</b>	<b>HR Strategies</b>
<p>The Vision Statement recognises the need to employ and retain excellent academic and general employees and to nurture their careers.</p> <p>The Values Statement acknowledges that the skills, energy and commitment of people at ULSC are the cornerstones of the Council’s future success.</p> <p>To ensure that appropriate incentive and reward systems for employees are in place.</p> <p>To introduce performance incentives for employees to further encourage productivity and operational excellence.</p> <p>Ensure a consistent and fair performance appraisal process and skill step progression in-line with meeting set agreed performance criteria.</p>	<p>To develop and implement an effective performance management system that is culturally and operationally appropriate to the needs of management and employees’ work areas and the Council’s Mission, Values and Vision.</p> <p>To implement the performance management system within the existing ‘strategic architecture’ to ensure that the individuals work goals are aligned to the Council’s goals and business strategy.</p> <p>Provide the opportunity for all employees to contribute to discussions about, and receive regular feedback on, how they are performing, to provide the opportunity to maximise their contribution in the workplace.</p>	<p>Implement, monitor and continually review the BUILD program, which focuses on career and personal development outcomes for managers and employees, and where these outcomes are aligned with organisational requirements.</p> <p>Provide an integrated program for managing performance in an ongoing and effective way, and support decision-making with particular reference to day-to-day and longer-term management of employees.</p> <p>Promote a culture which values performance management and acknowledges and rewards excellent performance, by providing suitable training and support for managers and supervisors, to enable them to provide the necessary feedback, coaching and guidance to their employees, and develop the skills to deal with performance issues effectively.</p>

### 3.5 Workplace Health and Safety

<b>ULSC Goal</b>	<b>HR Goal</b>	<b>HR Strategies</b>
<p>The Values Statement recognises the obligation of the Council to provide a safe, supportive and stimulating work environment for all its employees.</p> <p>ULSC is committed to providing a work environment, which is safe and healthy by being sensitive to the impact of technological change and physical features of the workplace.</p> <p>ULSC is committed to implementing a safety management process, which focuses on risk management and occupational health and safety principles and objectives.</p>	<p>To provide a Council-wide integrated approach to the effective management of workplace health and safety to ensure a healthy and safe working environment for all employees, students and visitors.</p> <p>To maintain and monitor the Council’s safety management system.</p>	<p>Continue the development and implementation of a workplace health and safety management system, which promotes a healthy and safe work environment through Council-wide commitment and cooperation to health and safety strategies.</p> <p>Review policies and procedures in the Workplace Health and Safety Manual to ensure that policy is ‘best practice’.</p> <p>Focus on health and safety training for managers, supervisors and employees to ensure that they are accountable; meet their health and safety responsibilities, and legislative requirements.</p> <p>Focus on rehabilitation and return to work programs to ensure that employees return to work as soon as they are able, with benefits for the individual employee, work team and the Council.</p> <p>Analyse the strategic risks identified through the ‘Risk Management’ program and address any associated workplace health and safety issues.</p> <p>Provide coaching, support and organisational counselling for managers, supervisors and employees to take responsibility and effectively deal with workplace issues including occupational stress.</p>

### 3.6 Employee Relations

<b>ULSC Goal</b>	<b>HR Goal</b>	<b>HR Strategies</b>
<p>The Values Statement makes reference to the Council's commitment to transparent, honest and fair management of its human resources. The Council will comply with the legislative requirements that govern workplace industrial relations, while operating in a supportive environment, which educates managers and employees through awareness programs.</p> <p>To optimise working conditions within funding constraints.</p> <p>Ensure consultative and responsive management practices based on two-way communication and the appropriate devolution of responsibilities.</p> <p>Ensure Consultative and OH&amp;S Committees continue to actively participate in human resource policy and procedure developments.</p>	<p>To further develop and implement strategies and policies within the industrial relations framework and ensure that the Council maximises benefits emerging from enterprise bargaining initiatives, legislation and Federal Government employment initiatives.</p>	<p>Monitor current trends and continue to develop and implement strategies to ensure compliance with decisions and initiatives within the current industrial relations framework.</p> <p>Develop and maintain effective communication strategies to educate managers and employees in relation to human resources policy, industrial and employee relation's issues.</p> <p>Continue to work in partnership employees, and where they choose, their nominated representatives to foster cooperative working relations.</p> <p>Ongoing management of the industrial arrangements and supporting human resource policies focusing on flexible work practices, policy development and review, and the development of guidelines.</p>

### 3.7 Strategic Staffing

ULSC Goal	HR Goal	HR Strategies
<p>In the Values Statement, the Council acknowledges the need to respond to changed demands for its services without compromise to its obligations to protect the good name of Australian Councils and the quality of its own teaching and research programs.</p> <p>To balance strong central leadership with devolved budgeting, delegated authority, collegial practices and individual empowerment.</p>	<p>To develop and implement a formalised strategic staffing process to provide workforce capability by, ensuring that employees required to meet future ULSC strategic business needs are attracted, developed and retained; that staffing levels are appropriate; and that employee development and career management needs are identified.</p>	<p>Integrate strategic staffing and planning with the business needs of the Council.</p> <p>Review and monitor benchmarking performance indicators to ensure they inform human resource planning strategy.</p> <p>Continue to monitor trends in human resources benchmarking to identify best practice and support informed business decisions.</p> <p>Monitor and refine the current strategic staffing framework and model.</p> <p>Coach and support managers to facilitate strategic staffing to ensure that workforce capability and goals are met.</p>

### 3.8 Human Resource Management System (HRMS)

ULSC Goal	HR Goal	HR Strategies
<p>Develop and implement a comprehensive Human Resource Management System to assist all Departments in their Human Resource Functions.</p>	<p>To provide the opportunity to develop current knowledge, creativity and skills of our employees so to provide Council with a distinct competitive advantage and place our organisation at the forefront of the Local Government industry; providing best practice business and services for our customers</p>	<p>To utilise technology to streamline human resource processes, provide reliable human resource information, and improve efficiency for managers in the effective management of people.</p>

### 3.9 Client Services

<b>ULSC Goal</b>	<b>HR Goal</b>	<b>HR Strategies</b>
<p>To provide a people centred work environment, which allows the Council to manage staff resources in ways that ensure that the institution operates in an efficient, effective and responsive.</p> <p>The Council recognises the need for public accountability in all its processes and outcomes. The Values Statement indicates that the Council seeks to be transparent, fair and honest in the management and use of its human resources.</p> <p>The Council acknowledges the need to respond to changed demands for its services Responsiveness to change.</p>	<p>To promote a ‘service oriented’ culture which focuses on providing high quality client services across the broad range of human resource issues at ULSC. Ensure that managers and employees are supported with human resource issues through professional HR advice and tailored assistance.</p>	<p>To streamline administrative processes in HR and pursue continuous improvement with a view to eliminating or reducing ineffectiveness.</p> <p>To ensure that high quality services are provided to clients, with roles and responsibilities for the HR department and faculties/departments clearly identified.</p> <p>To strengthen and improve the HR knowledge of managers and employees by focusing on coaching and transference of knowledge when providing professional HR advice and assistance in relation to the broad range of human resource issues.</p> <p>To ensure that HR policies and procedures are up-to-date and ‘user-friendly’ so that clients have a framework of accessible and accurate information to assist them deal with human resource issues at ULSC.</p> <p>To provide two-way communication and take a proactive approach to following up ongoing issues in relation to HR documentation from faculties/departments. This will assist with the effective resolution of administrative issues.</p>



## **4 Human Resources Contact**

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## **5 Status**

New Strategic Plan recommended for formal adoption by Council and Committees.

## **6 References - Other Human Resource Related Policies and Plans**

The following lists of references are policies that have been adopted by Upper Lachlan Shire Council and are incorporated in Council's Policy Register. These policies should be read in conjunction with Council's Human Resource Strategic Plan:

- Child Protection Policy
- Code of Conduct Policy
- Corporate Uniform Policy
- Disciplinary Policy
- Drug and Alcohol Policy
- Equal Employment Opportunity and Anti-Discrimination Policy
- Equal Employment Opportunity Management Plan
- First Aid Policy
- Grievance Policy
- Harassment Policy
- Interaction between Councillors and Staff Policy
- Internet and Email Policy
- Manual Handling Policy
- Payment of Expenses and Provision of Facilities Policy
- Private Use of Council Motor Vehicles Policy
- Presentation to Employees who have completed 25 years service Policy
- Protective Clothing and Equipment Policy
- Recruitment and Selection Policy
- Rehabilitation Procedure and Practice Policy
- Service Delivery Policy
- Smoking in the Workplace Policy
- Time in Lieu of Overtime Policy
- Staff Training Policy (draft)
- Human Resource Training Plan (draft)
- Secondary Employment Policy (draft)
- Employment Consideration Form (draft)