



# Workforce Plan 2019-20 - 2022-23



# WORKFORCE PLAN 2019/2020

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## **1. INTRODUCTION**

### **a) What is Workforce Planning?**

Workforce planning is a continuous process of planning for and effectively dealing with future human resource issues and ensuring the workforce is capable of delivering organisational objectives now and into the future.

Workforce planning needs to be integrated with the strategic and operational planning process to ensure the alignment of strategies to continuously deliver the right people in the right place at the right time. An integral part of workforce planning is the development and implementation of policies and practices to enhance the effectiveness of the workforce.

It can be difficult to predict what will be needed in the future in terms of staffing levels required. Preparation is the key to maximising future options, minimising the long term cost of labour and minimising risks.

There is no single model for workforce planning. It is about analysing the current workforce, and then extending that analysis to identify the future skills and competencies needed to deliver new and improved services. The comparison between the current workforce and the desired future workforce will highlight shortages, surpluses and competency gaps, whether these are due to external pressures or internal factors. These gaps become the focus for a detailed workforce plan, identifying and implementing strategies that will build the relevant skills and capacity needed.

The Human Resources section in conjunction with senior management, are responsible for the development, implementation and review of the Workforce Plan.

This Workforce Plan focuses on these responsibilities through six (6) key areas:-

1. Employee Attraction and Retention;
2. Employee Training, Learning and Development;
3. Organisational Development;
4. Performance Management;
5. Work Health and Safety (WH&S); and
6. Employee Relations.

### **TABLELANDS REGIONAL VISION**

*To build and maintain sustainable communities while retaining the region's natural beauty*

### **COUNCIL'S MISSION**

*To provide services and facilities to enhance the quality of life and economic viability within the Council area*

## COUNCIL'S AIM

*To perform services in a cost efficient, effective and friendly manner in order to achieve Council's Mission in meeting the annual objectives and performance targets of the principal activities Council undertakes on behalf of the community*

### **b) Executive Summary**

The Workforce 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, economic and cultural backgrounds.

The Upper Lachlan Shire Council Workforce Plan supports the achievement of strategic goals in the Tablelands Regional Community Strategic Plan 2016-2036 and Council Delivery Program by focusing attention on the important people issues within the Council. The plan provides a workforce approach, which supports managers and employees to effectively utilise the Council's human talent to achieve the goals of the Council and individual employees now and in the future.

Staffing accounts for a significant component of the Council's operating budget and therefore, a workforce 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 Vision, Mission and Values.

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 Workforce Plan.

The Workforce Plan will act as the stratagem to carry on achieving the needs and expectations of the community within the resources available to Council.

In 2019, Council will be undertaking the full implementation of Oosoft job evaluation system which incorporates the review and evaluation of every individual Council staff position description in consultation between employees, management and Union representatives. A project implementation team will be coordinating the Oosoft job evaluation system.

### **c) Human Resource Value Statement**

The Workforce Plan supports the values of the Council. The Council will provide a workforce approach to the management of its people through:-

- Providing a clear workforce 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 work 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.

### **d) General**

A clear workforce 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 Vision, Mission and Values.

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 arrangements and policies offer a framework to improve the Council's performance through efficiency, flexibility and responsiveness of a productive, high quality workforce; whilst 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 meets changing workforce needs, demographic shifts and legislative requirements, 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 to utilise these tools to meet both the needs of the Council and the individual employee.

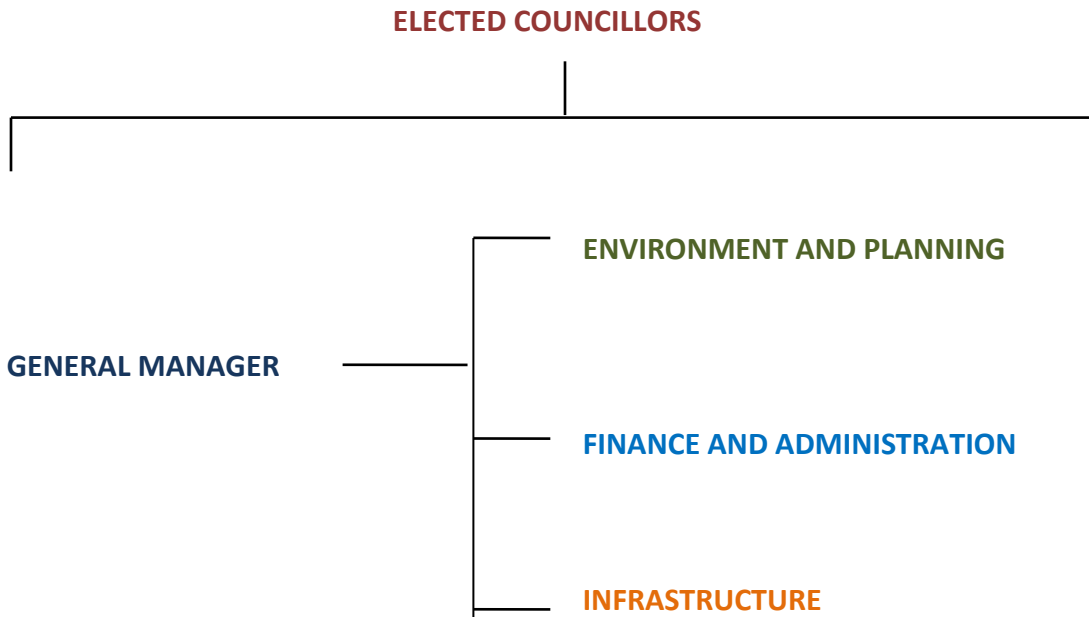
Employee attraction and retention, equal opportunity and anti-discrimination, employee learning and development, performance management, workplace health and safety, employee relations, workforce staffing, the Human Resource Management System and client services are principles underpinning workforce human resource management at the Council and will be addressed later in this plan.

**e) Organisation Structure**

The Upper Lachlan Shire Council organisational structure is determined by the elected Councillors. It is the General Manager’s responsibility to advise the Council on the most appropriate structure, subject to resources and in consideration of the Council’s operations and activities.

The General Manager, in performing his functions, is supported by a defined senior management structure, which in turn is supported by various Managers, Supervisors and staff within each Department.

The current organisational / management structure has three defined Departments (Directorates) reporting to the General Manager as follows:-



Whilst the General Manager is responsible for the day to day management of Council operational activities and functions, each Department’s 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 performance measures are determined annually in the adoption of the Operational Plan.

## 2. HUMAN RESOURCE WORKFORCE PLANNING

### a) Why undertake Human Resource Workforce Planning?

In essence, workforce planning is about predicting future labour needs. It requires an understanding of the make-up of the current workforce, an investigation into future service needs and analysis of the type and size of workforce required to meet them. It is becoming increasingly important for councils as they adopt new ways of operating in order to adapt to changes, such as:-

- A whole of government approach to service delivery
- New technologies and business systems, including electronic self-service, on-line transactions and integrated HR data systems
- A corporate service efficiency emphasis through centralised operations, including shared service delivery
- An ageing council workforce and tighter labour markets in some sectors.

To serve the community as efficiently as possible Council need the right people with the right skills and aptitudes. The development and maintenance of a Workforce Plan will enable the Council to focus on the medium and long term and at the same time provide a framework for dealing with immediate challenges in a consistent manner.

Utilising information gathering processes such as the Community Engagement Strategy and Employee Survey, Council has identified strategic priorities that are important to the community and members of Council's workforce. These processes have provided a means by which Council can assess its strengths and weaknesses and the resources and improvements needed to maintain and improve service delivery into the future.

Human Resources, in conjunction with management, will strive to ensure the necessary services, processes and protocols are in place to enable staff to perform at their best, be safe and satisfied with their work and be appropriately trained and remunerated.

The activities of the Human Resources Section seek to ensure that employees work in an environment which is in accordance with the Council's values, the relevant legislative requirements and best practice.

The Workforce Plan is designed to give a planned focus to human resource activities to support the achievement of Council's stated objectives and to maximise the return to Council on its human investment.

Each year an Operational Plan incorporating details of strategies, timeframes and desired outcomes, will be developed to ensure progress towards the achievement of the broad Workforce objectives. In developing the Operational Plan consideration will be given to the most appropriate change management techniques, in response to resource, works and services delivery priorities set by Council and management.

To achieve the timeframes for completion a commitment by management and the Human Resources Section will be required.

The Workforce Plan is designed to support the following 5 Council objectives:

1. *“To be a responsible employer”*
2. *“Working together as a team”*
3. *“Fairness to all, an impartial performance assessment”*
4. *“Become an employer of choice”*
5. *“Promote Health and Safety”*

### **3. WHAT SHOULD UPPER LACHLAN SHIRE COUNCIL BE DOING?**

a) Linking the Workforce Plan to the Community Strategic Plan

Human resource section is controlled by the General Manager, who is responsible for the employment of all staff. Individual Department Directors are responsible for the day-to-day management of staff within their departments. Training Plans are developed by the Human Resources Coordinator in conjunction with the Department Directors.

#### **Goals**

The Workforce Plan has identified the following goals:-

- Achieving a prosperous Upper Lachlan Shire Council;
- Creating safer and stronger communities;
- Promoting a healthy and caring community;
- Promoting achievement through learning;
- Looking after Upper Lachlan Shire Council’s environment, culture and heritage; and
- Ensuring the Council is a well-managed local authority.

#### **Community Strategic Plan – Strategic Pillars**

The Workforce Plan goals integrate to the Community Strategic Plan Strategic Pillars which are as follows:-

- **Community** – Resilient and adaptable communities, people attaining health and wellbeing and community liaison to preserve and enhance community facilities;
- **Environment** - A healthy natural environment;
- **Economy** – A prosperous economy with the balanced use of our land;
- **Infrastructure** – Responsible and efficient use of resources and a built environment enhancing the lifestyle of a diverse community; and
- **Civic Leadership** – Transparent and accountable governance.



Council has a clear and concise focus to address the areas in its Workforce Plan by carrying out the following initiatives to address the identified gaps:-

- Maximise avenues to attract, develop and retain talented employees to address the current and future skill gaps at the Upper Lachlan Shire Council;
- Address emerging workforce issues such as skills shortages and an ageing workforce;
- Capitalise on apprenticeships and graduate recruitment programs to help Council stay ahead in the scramble for talent;
- Link Council recruitment program with our workforce planning needs;
- Ensure that Council's' position critical roles are filled internally or externally;
- Human resources policies, procedures and standards;
- Prioritise and address workplace risks, health and safety;
- Human Resource administration and statutory responsibilities; and
- Consultative and open organisational communication processes.

b) What does the community need and expect from its Council?

The Council Workforce 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. The plan will assist Council in delivering the services and program actions outlined in the Community Strategic Plan and Delivery Program over a four year period.

The Workforce Plan has identified the following key areas that have been integrated within Council's individual principal activities and performance measures:-

- Employee Attraction and Retention;
- Employee Training, Learning and Development;
- Organisational Development;
- Performance Management;
- Work, Health and Safety; and
- Employee Relations.

Council has undertaken an analysis of the current organisation and identified within the key areas on how it will address future workforce issues.

#### 4. WHAT DO WE KNOW ABOUT THE CURRENT WORKFORCE

In this report the current staffing levels are divided into the following categories, by Council Department, employment type, age, gender, retirees and turnover. This identifies potential staff shortfalls into the future.

When completing these charts Council needs to identify those positions which are critical for the ongoing function of Council and needs to consider the following steps:-

##### Step 1

- a. Review the Organisational Structure appropriate to each Council Department.
- b. Identify all Critical, Specialist and Key Positions.
- c. Review the employees and their Position that are over 55 years of age.
- d. Review the employees and their Position that are 50 to 55 years of age.

##### Step 2

- a. Identify the criticality of the Position.
- b. Is the Position unique (i.e. has the person got specialist skills)?
- c. What is the specialist skills required for the Position?
- d. Does another employee have those skills or could they acquire them?
- e. Will the Position and Organisation Structure have to be changed?
- f. How 'available' are these skills?
  - Other employees.
  - Other industries.
  - Is there a skills shortage?
  - How hard would it be to recruit the Position?
  - Is intensive training needed?
  - Is a Trainee needed?

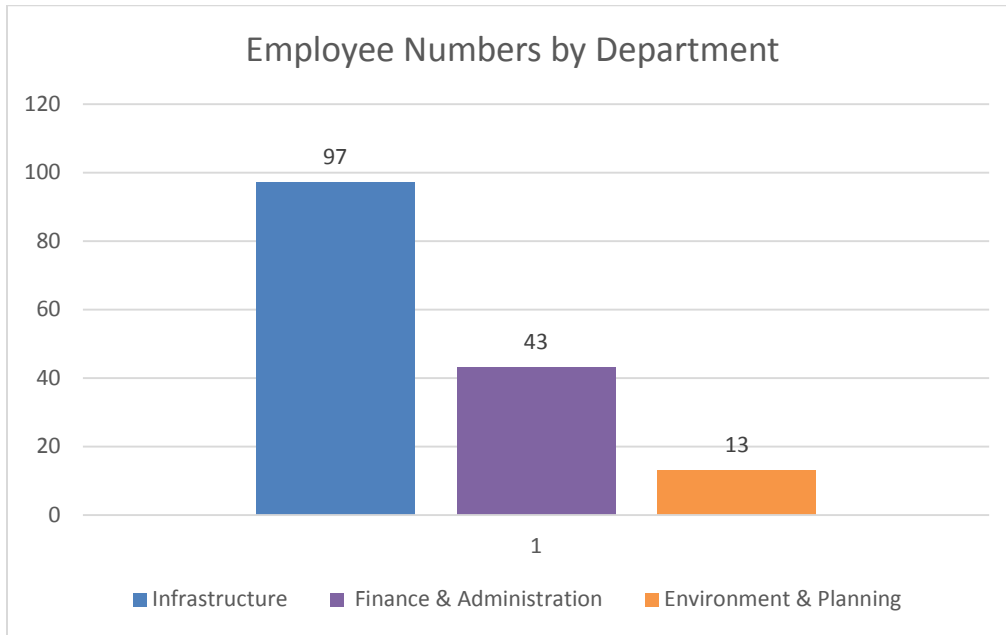
##### Step 3

Design a Succession Plan for each identified 'Critical Position'.

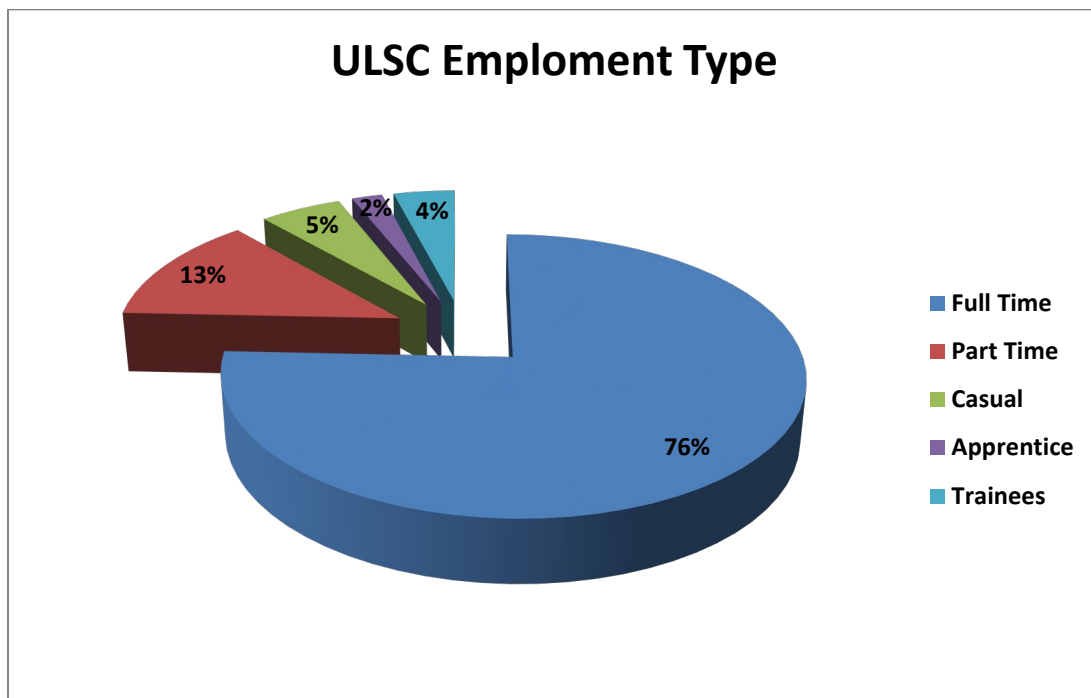


## Upper Lachlan Shire Council - 2018/2019 Employment Statistics

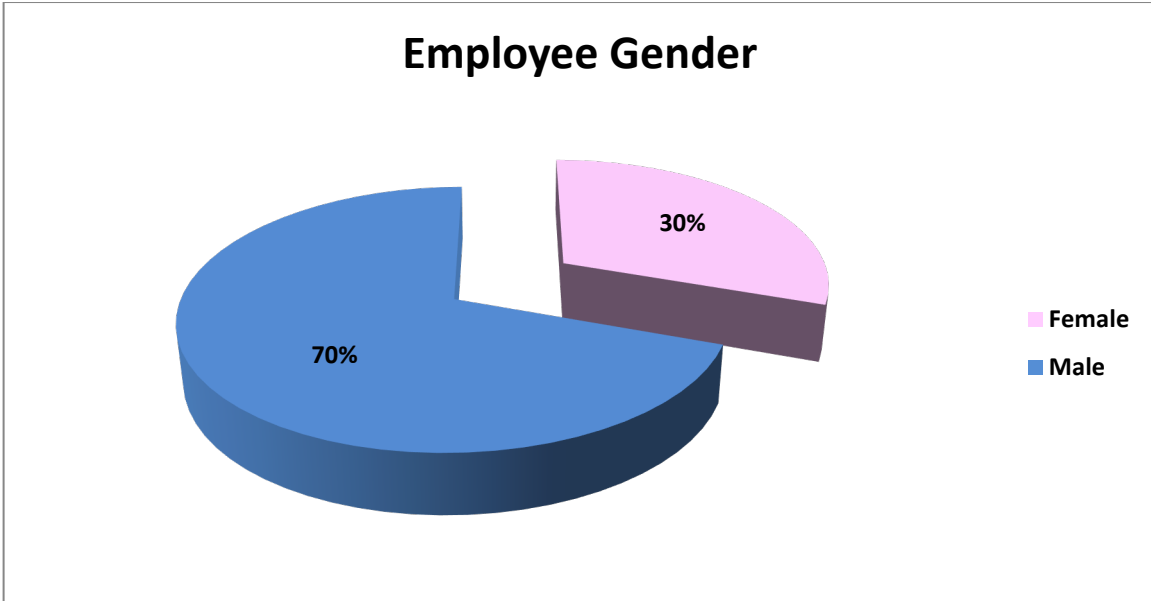
- a. The Upper Lachlan Shire Council structure is made up of the three Departments, (1) Infrastructure, (2) Finance and Administration, (3) Environment and Planning.



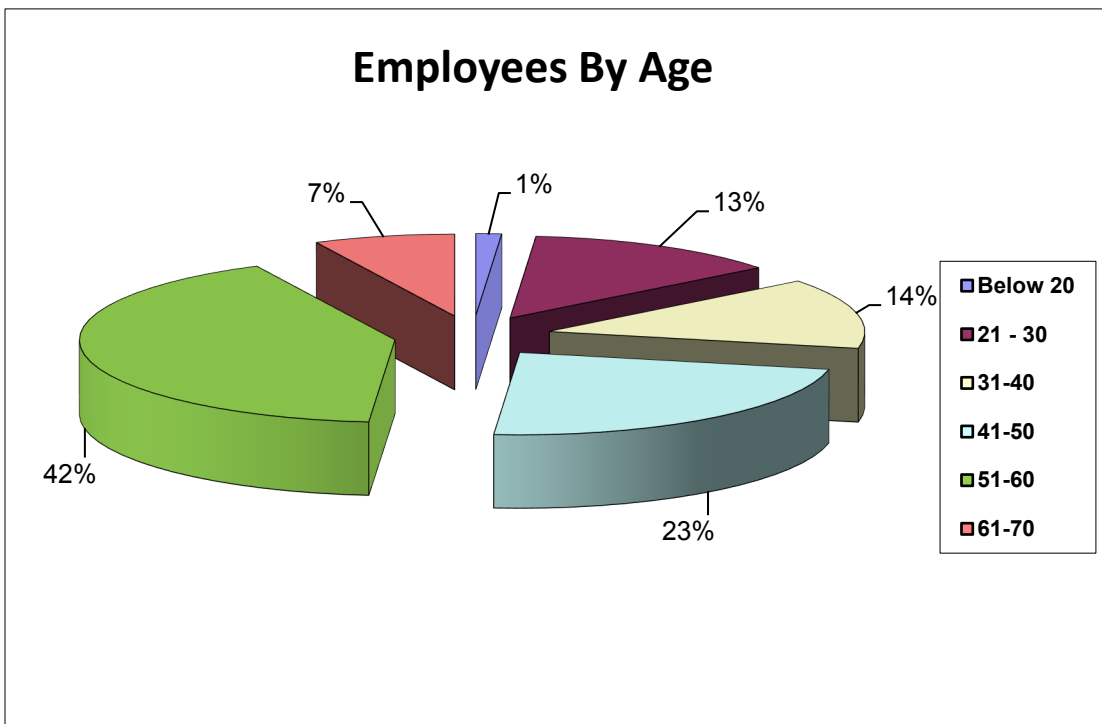
- b. Upper Lachlan Shire Council currently employ 153 staff members in total across five employment arrangements that suit the efficiency of the organisation. The breakdown shows 109 full-time, 31 part time, 8 casual, 3 apprentices and 2 trainees. Council's full-time equivalent staff numbers totals 136.



- c. The breakdown of Council employees by gender shows that 30% of the organisation is comprised of female employees across the three Departments, with the majority of these employees in the Finance and Administration Department.



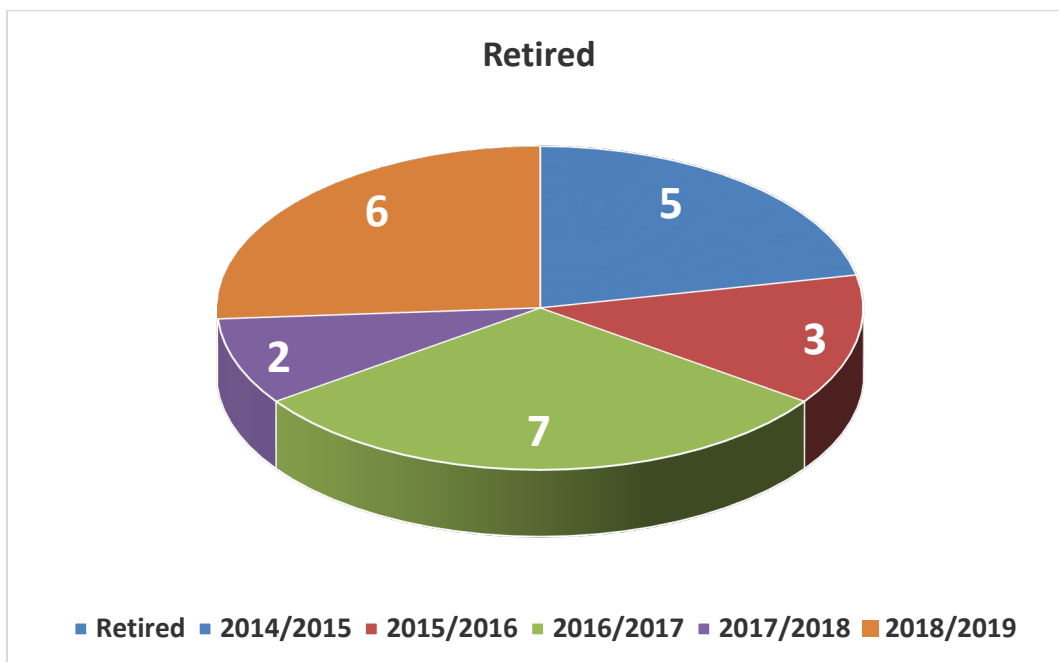
- d. The most critical element within Council is the demographics collated on the age profile of the organisation. As can be clearly viewed this has become a critical issue over the next three to five years if Council does not have an effective Workforce Plan set in place to address the skill shortage in the future. The majority of these positions (in the green), 51 to 60 age bracket are in supervisory roles and senior management positions.



- e. The staff turnover to date for 2018/2019 is 16, staff turnover has been consistently high the past 3 years.

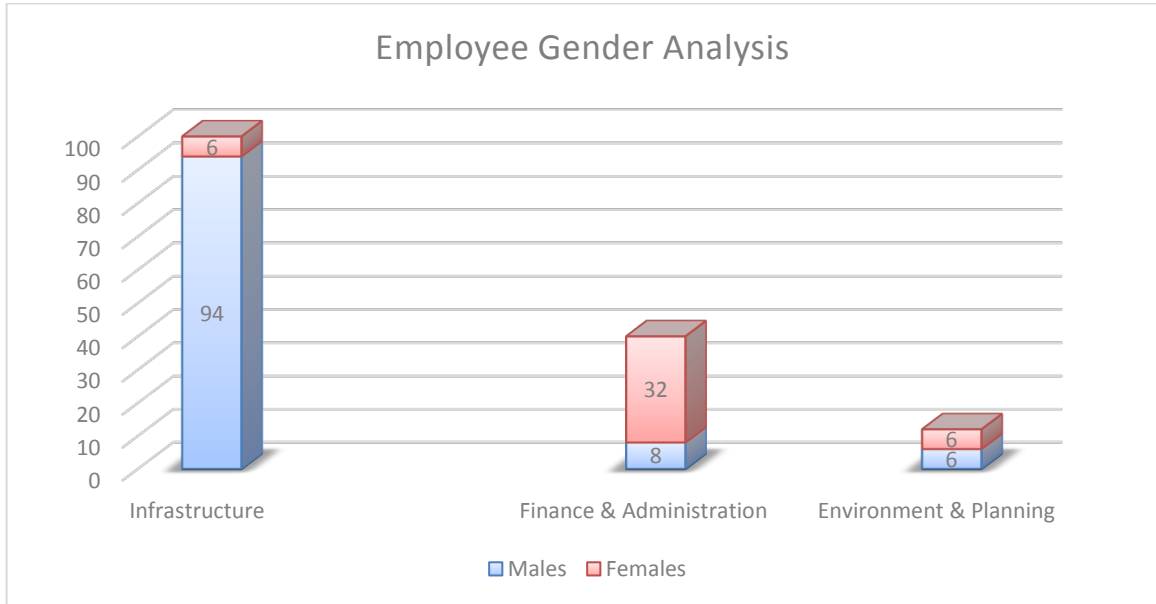


- f. As this diagram clearly shows, the retiree numbers this year have increased, over the previous year. This year council had 6 staff members that have retired in 2018/2019.



g. Employee Gender Analysis

As at June 2018 the staff numbers (head count) for Council employees by gender (includes employment status). A breakdown of gender through the three Departments is shown as follows:-



All Employees	Male	Female	Total
<b>Total</b>	<b>105</b>	<b>48</b>	<b>153</b>



## 5. THE PLANNING CYCLE

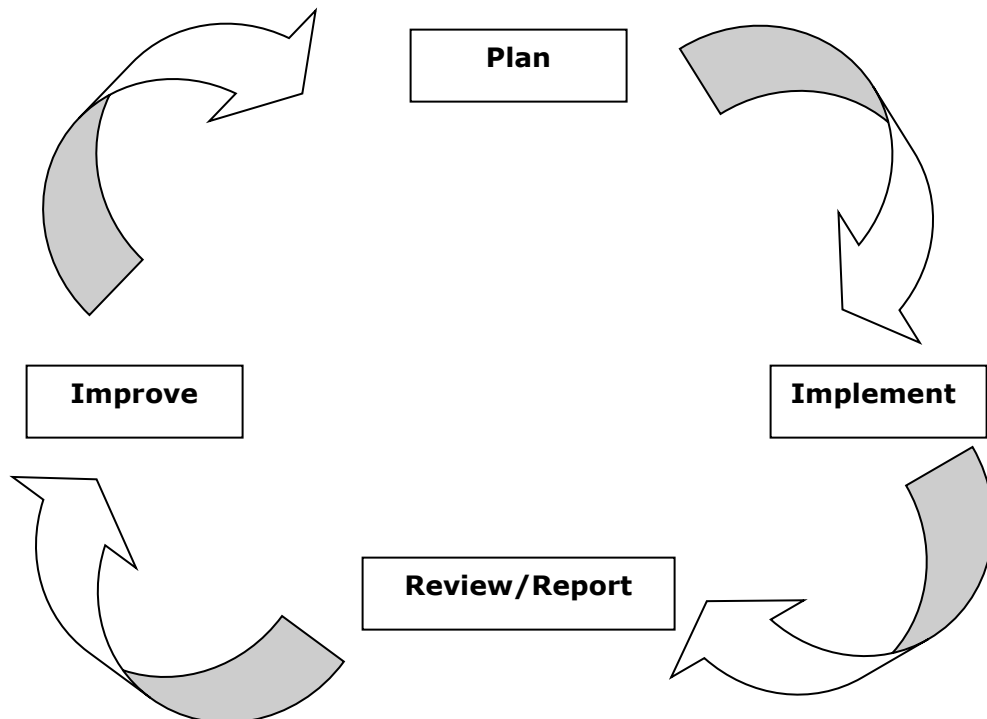
The planning cycle in the Human Resources section consists of four stages – plan, implement, review / report and improve.

### 1. Plan

*What do we want to achieve? How can we achieve it?*

Planning will be conducted by the Human Resources Coordinator in conjunction with senior management on an annual basis. The Workforce Plan is developed to cover a four year cycle, with a mid-term review. The Operational Plan will be developed each year and reviewed quarterly to ensure progress towards implementing performance measures. The four year Delivery Program will be reviewed each six months. Council's Strategic Plans and Operational Plan will be realistic, achievable and based on workforce and operational priorities. When formulating the Operational Plan, current projects will take priority over the introduction of new projects.

Each Department Director will formulate and implement an annual work plan for their area of responsibility based around the five key Strategic Pillars of Council; being Community, Environment, Economy, Infrastructure and Civic Leadership. The work plan will consider human resources implications as part of the overall performance management process for each principal activity of Council.



## **2. Implement**

### *Implementation of the Workforce Plan*

Implementation of the Workforce Plan is considered vital to the effective operation of the Council. Each member of the management team is expected to implement human resource activities in accordance with all Council's integrated plans to support Council priorities and achievement of the Strategic Priorities and Goals and the Delivery Program Actions. Each member of the management team will endeavour to enlist the support of staff as necessary to achieve the stated goals. Commitment of the Management Executive is vital to the implementation process.

## **3. Review and Report**

*Has Council achieved its objectives? If an objective was not achieved, why not?*

The review process consists of:-

- Informal monitoring of activities by management and the Human Resources Section on an ongoing basis;
- Formal monthly reports by Human Resources Coordinator to Management Executive Meetings;
- Quarterly reports to Council on the implementation of the Operational Plan key performance indicators for Human Resources principal activities; and
- Formal review of policies, procedures and actions to evaluate the progress of the strategies and the outcomes achieved and report the same and outcomes to the Consultative Committee of Council and Ordinary Council Meetings.

Review of the Workforce Plan will be undertaken on an annual basis. The Human Resources Coordinator will review progress towards achievement of the Workforce Plan and report back to Department Directors. Feedback from all parties will be considered at the time of the review. The review will identify factors that impacted on the outcomes and evaluate the effectiveness of the plans.

## **4. Improve**

*What changes are needed to improve the plan? (e.g. objectives, strategies, timeframe)*

The Workforce Plan includes a review process that involves identifying what needs to be improved and modifying the current plan. The Workforce Plan review may involve alterations because of changes in circumstances; such as the availability of funding or legislative changes or change may consist of alteration to the Council's strategic direction.

The improvement process will involve a SWOT Analysis to be undertaken by the Human Resources Coordinator and reported to senior management to implement further change management strategies.



## **6. SWOT ANALYSIS**

### **Internal**

#### **STRENGTHS**

- Committed Management Executive with the assistance of the Human Resources Coordinator and Managers;
- Commitment by senior staff to progress human resource matters;
- Access to technological solutions previously unavailable.

#### **WEAKNESSES**

- Dispersed workforce and physical locations;
- 3 Administration Offices in separate towns creates difficulties in administering;
- Lack of surety of ongoing resource levels across all Departments;
- Competing demands on staff and other sections undermining ability for human resource issues to have priority;
- Continuing fiscal (financial) constraints due to low income base.

### **External**

#### **OPPORTUNITIES**

- Increased opportunity to be innovative and responsive resulting from changing industrial relations framework;
- Review future workforce needs and requirements in consultative manner;
- Size will support technological applications previously not viable in smaller organisations;
- Networking and undertake resource sharing initiatives with other Councils and training organisations e.g. Central NSW Joint Organisation and Canberra Region Joint Organisation.

#### **THREATS**

- Pressure from community about perceived funding priorities of Council;
- The ability to attract and retain professional staff and senior management;
- Exit of (or failure to attract) critical skills if progress towards goals not achieved in acceptable time frames as better opportunities may be available elsewhere;
- Amalgamation, mergers and / or boundary adjustment of Council;
- The reliance of Council on external contracts (i.e. RMS), private works, and government grants for supporting the retainment of skilled workforce.

## **7. KEY AREAS**

### **Key Area 1: Employee Attraction and Retention**

#### **Objective:**

- Employ and retain professional and general operations staff that meets the organisation's present and future skill needs;
- To be viewed as an employer of choice;
- Attract a skilled workforce that reflects the diversity of people within our community;
- Retain and motivate a high performing workforce;
- Develop a strong culture of health, safety and risk awareness; and
- Develop our own local staff content through traineeships and apprenticeships.

#### **Strategy:**

- Seek out and utilise appropriate channels and forums for the communication of Council employment opportunities with a focus on technology to make efficiency gains;
- Review process for sizing and scope of position responsibilities to maintain competitive position within local government market place;
- Develop suite of Human Resource policies that reflect expectations of a modern workforce while meeting Council objectives;
- Continue to monitor recruitment processes to ensure fair, transparent and merit based employment selection processes;
- Develop training in the Human Resource skills management, occupational risks, health, safety and wellbeing;
- Open organisational communication through consultative processes.

#### **Officer Responsibility:**

- General Manager, Directors and Human Resources Coordinator

#### **Performance Indicators:**

- Appropriately skilled staff is attracted and retained who provide for necessary level of skills and knowledge within organisation to effectively meet Council objectives.
- Acceptable rate of staff turnover when compared to external benchmarks.

#### **Timeframe:**

- To be reviewed annually by 30 June each year.

## Report:

- As the organisation structure is refined to meet service delivery demands and as vacancies arise, recruitment is undertaken to attract appropriately skilled staff. Nationwide labour shortages in critical areas of engineering, planning and finance may also affect Council.
- Current recruitment procedures include extensive use of electronic media, with Internet based information being used to decrease cost of print media. Council has also used external recruitment agencies to assist in recruiting senior staff and middle management staff.
- Three tiered position evaluation process still in use, recognition by Management Executive that Council will not be able to meet salaries available in the market place outside the local government industry. Reviews against other local government authorities indicate Council salaries are reasonably competitive.
- Number of trainees and apprentices has increased and those vacancies are routinely reviewed for opportunities to increase trainees and apprentices.
- Council routinely recruits Casual Labourers when demand is evident and replace apprentices and trainees as per course completion timeframes.
- Current demographics with Canberra one hour away, Goulburn thirty minutes and Sydney two and a half hours away the Council find that the majority of the local residents travel outside of the local government area for work opportunities where there are greater financial package advantages.



## **Key Area 2: Employee Training, Learning and Development**

### **Objective:**

- To provide opportunities for employee learning and development which increase organisational effectiveness, develop individual potential and foster acceptance of the concept of lifelong learning.

### **Strategy:**

- Facilitate learning requirements for teams and individuals through an appropriate mix of skills, professional and personal development opportunities;
- Develop a program for the support for staff to pursue career advancement studies, including University and TAFE studies;
- Review induction program for new employees to increase effectiveness and maximise initial skills development;
- Review opportunities for engagement and development of trainees and apprentices as vacancies arise;
- Assess and respond to need for basic skills development at operational staff level;
- Provide coaching, support and training for supervisors and managers in the effective management of employees;
- Align training needs and requests with Council priorities and within budget constraints.

### **Officer Responsibility:**

- General Manager, Directors, Human Resources Coordinator and Payroll Officer

### **Performance Indicators:**

- Appropriate level of personal and professional development is undertaken via an equitable process which results in the appropriate skills and knowledge being available to meet Council objectives.
- Acceptable level of training delivery when compared to external benchmarks.
- Number of employees provided the opportunity and resources from Council to do University Degree Qualifications.

### **Timeframe:**

- 30 June each year.

**Report:**

- Staff trained to meet projected needs by assisting with individual personnel training and development plans, career planning and mentoring.
- Increase professional development (including re-training) of existing workforce.
- Ensure that a pool of staff develop the required skills and knowledge to ensure a successful Succession Plan.
- Training delivered within allocated budgets.
- Council has established an online training program to assist the organisation on minimising the down time for all staff in undertaking mandatory training.
- Training and development opportunities reported in Council's Annual Report each year.
- Competency assessment process is identifying training gaps at operational level, information being included in upcoming training plans.



### **Key Area 3: Organisational Development**

#### **Objective:**

- Organisational culture focused on the highest level of service and responsiveness to the community in an ethical and efficient manner;
- Develop clear understanding of the organisation's direction, strategic objectives, activities and the internal and external factors that will influence the future demand for staff; and
- Investigate what impact an ageing workforce will have upon Council's operations.

#### **Strategy:**

- Deliver programs to strengthen the customer service focus and culture of ethics and probity amongst staff;
- Development programs to encourage and empower staff to increase their uptake of new technology;
- Review the implementation of Council's EEO Management Plan;
- Promote equal opportunity for women in the workforce;
- Ensure all Human Resource policies comply with industrial relations legislation and are reviewed and updated as legislation changes;

#### **Officer Responsibility:**

- General Manager, Directors, Human Resources Coordinator and Managers

#### **Performance Indicators:**

- Council is perceived by external and internal clients as an effective, efficient and ethical organisation.
- Positive feedback from the community.

#### **Timeframes:**

- 30 June each year.

#### **Report:**

- Payroll Officer to organise training for staff to make the process more efficient in utilising Canberra Region Joint Organisation to make training more cost effective.
- EEO Protocol and Management Plan are to be reviewed and implemented.
- Human Resource protocols comply with current NSW Industrial Relations legislation.
- Encouragement by the Council of equity and social responsibility through support for noble causes, such as Cancer Council Biggest Morning Tea.

## **Key Area 4: Performance Management**

### **Objective:**

- Develop systems which assist individuals, teams and their Managers / Supervisors to maximise and maintain performance and outcomes.

### **Strategy:**

- Implement a performance, grading and skill steps system following consultative processes;
- Two way communication between staff and management - provide opportunities for employees to receive and provide feedback about performance and to maximise their contribution to the workplace;
- Develop and implement process to enable managers and supervisors to address issues of underperformance and deficiency in behavioural requirements at an early stage;
- Implement and review a defined Council Disciplinary Policy;
- Ensure appropriate and timely recognition of staff service.

### **Officer Responsibility:**

- General Manager, Directors, Human Resources Coordinator and Managers

### **Performance Indicator:**

- Effective systems in place which facilitate meaningful participation by staff and their supervisors which result in improved performance and provide mechanisms for the timely and effective management of underperformance.
- Implementation of Oosoft job evaluation system which incorporates the review and evaluation of every individual Council staff position description in consultation with all employees.
- Reduced level of staff poor performance or underperformers.

### **Timeframes:**

- Reviewed by 30 June each year.

### **Report:**

- Annual performance review process reviewed and implemented and training delivered. Process provides specific opportunity for supervisors and managers to address poor performance and inappropriate work behaviours and reward high quality work performance;
- Individual skill step process involves development of individual work plans to address inappropriate performance or underdevelopment outside formal training program;
- Skill step progression criteria are to be reviewed annually for each position;
- Appropriate responses and actions in relation to complaints against Council staff in accordance with Complaint Handling Policy;
- Alleged breaches of Code of Conduct handled by Council in conjunction with Code of Conduct Reviewer.

## **Key Area 5: Work, Health and Safety (WH&S)**

### **Objective:**

- To ensure the health, safety and welfare of employees and other persons at work through increased awareness and embracing of WH&S risk management principles and practices.

### **Strategy:**

- Implement Council wide WH&S Management Plan that meets all legislative requirements;
- Measure and monitor ongoing WH&S performance against key indicators to enable organisational planning for continuous improvement;
- Ensure a proactive approach to injury management and prevention to minimise adverse impact on Workers Compensation premium and organisational performance;
- Maximise contribution of Council's WH&S Committee and Consultative Committee by ensuring effective and meaningful participation in identifying and developing solutions to WH&S risk minimisation;
- Develop comprehensive regime of inspections and audits as part of a risk minimisation strategy;
- Ensure appropriate welfare support services are available to staff which continue to be relevant and utilised.

### **Officer Responsibility:**

- General Manager, Directors, WH&S Coordinator, Assets and Risk Coordinator, Human Resources Coordinator, Managers and Supervisors.

### **Performance Indicators:**

- Ongoing achievement of established WH&S performance targets, reduction of workplace injuries, minimisation of workplace risk and the development of a prevailing culture of safety throughout the organisation;
- Increasing level of compliance to StateCover Mutual public liability insurance audit requirements;
- Reduction in the number of days lost due to work related injuries and consequential reduction in workers compensation premium costs; and
- Notification of workplace incident reports to StateCover within two days of incident occurring.
- Implementation of Risk Management Plan and identification of key risks and assessment of each risk included in a register and reported to management.
- WH&S key performance measures are identified in the Council Operational Plan and are reviewed by management and reported to Council every three months.

### **Timeframes:**

- Review by 30 June each year.



**Report:**

- Protocols issued for full consultation prior to adoption, genuine employee concerns addressed, e.g. competency performance assessment appeal process and Drug and Alcohol testing protocols.
- Consultation and feedback processes available to all staff well utilised, e.g. lateral transfer process and competency development process.
- Grievance handling policy developed, implemented and utilised. Formal grievances minimal.
- Employee Assistance Program (EAP) implemented to assist staff and their family in handling mental, physical and stress related disorders.
- Manual Handling and safety refresher training regularly provide to all staff.
- Provide employee induction for all new staff and worksite inductions at all worksites.
- Focus on rehabilitation and return to work programs that ensure staff return to the workforce in a timely manner which benefit the employee, work team and Council.
- Maintain and monitor the Council's safety management system and update Safe Work Method Statements (SWMS) across the organisational activities.



## **Key Area 6: Employee Relations**

### **Objective:**

- Maintain good industrial relations climate to foster cooperative and supportive relations between staff and management at all levels while demonstrating commitment to transparency, honesty and fair management practices.

### **Strategy:**

- Implement protocols and practices that foster staff confidence in fairness and equity of treatment;
- Implement processes that effectively result in grievance resolution at all levels;
- Foster a climate of mutual respect and trust to enhance employee motivation and commitment; and
- Ensure employee engagement in the development and review process of Human Resource policies and practices.

### **Officer Responsibility:**

- General Manager, Directors, Human Resources Coordinator, Payroll Officer, Managers and Supervisors.

### **Performance Indicators:**

- A staff workforce that feels its contribution is valued and recognised and which is motivated and participatory;
- Genuine grievance minimal and staff retention high;
- Staff feedback through training and annual performance reviews, are positive.

### **Timeframes:**

- Review by 30 June each year.

### **Report:**

- Protocols issued for full consultation prior to adoption, genuine employee concerns addressed, e.g. annual performance assessment appeal process and grievance process.
- Consultation and feedback processes available to all staff.
- Grievance handling protocol reviewed, implemented and utilised. Formal grievances minimised.
- Employee feedback process is to be undertaken of the workforce in conjunction with the annual staff performance reviews.
- Employee Surveys conducted every two years.

## **8. RECOMMENDATIONS**

Council shall undertake an ongoing assessment to recognise and address the gaps in its workforce to address its current and future staff issues identified in the key areas in this Workforce Plan by undertaking the following actions:-

- Budget allocation for the implementation of a Traineeship/Apprenticeship Program to foster the development of a career path with Local Government Traineeships for plant operation, civil construction, pipe laying, and administration. (Intention to have two (2) traineeships per year)
- Identification of employees over 55 years in critical positions;
- Implementation of a Mentoring Program with employees over 55 years of age to facilitate a recording/sharing of knowledge.
- Development of an Action Plan to implement the above strategies.

### **Employee Attraction and Retention (Community, Economy, Civic Leadership)**

Further development required:-

- Improve links and correspondence with local Schools, Universities and TAFE;
- Make greater use of exit interviews and collect key messages or trends;
- Continue resource sharing with other local Councils, i.e. Canberra Region Joint Organisation;
- Benchmark Upper Lachlan against other similar sized and resourced Councils.

### **Employee Learning and Development (Community and Civic Leadership)**

Further development required:-

- Ensure resources are made available to meet Council's short and long term goals;
- Continuously review the Human Resource Training Plan;
- Review management professional development training program;
- Prioritise training to ensure future skills are addressed alongside immediate demands;
- Utilisation of on-line training facilitation for all Council staff.

## **Organisational Development (Community, Economy, Infrastructure and Civic Leadership)**

Further development required:-

- Continual review and development of new and existing employee roles to meet changing workplace requirements;
- Ensure the Human Resource Workforce Plan links into all strategies and policies;
- Periodically review the Council organisation structure to address Department and organisational issues to achieve efficiency.

## **Performance Management (Community, Environment, Economy and Civic Leadership)**

Further development required:-

- Review and improve current performance review management systems;
- Acknowledge staff on outstanding performance;
- Report achievements of Operational Plan key performance indicators and implementation of Delivery Program actions to Management and Consultative Committee.

## **Work Health and Safety (Community, Environment, Economy, Civic Leadership and Infrastructure)**

Further development required:-

- Review and improve Work Health and Safety management systems;
- Review and improve risk management function for all Council activities;
- Education for all Directors, Managers and Supervisors of responsibilities under the WH&S and risk management legislation;
- Implement an effective monitoring and incident reporting system to help minimise the risk of workplace injuries;
- Monthly reporting system to give accurate and up to date data to management on lost time due to injuries, workers compensation claims, and periods of staff absence and sick leave.

## **Employee Relations (Community and Civic Leadership)**

Further development required:-

- Human Resource Section to keep abreast of all relevant changes to industrial relation issues and ensure compliance by Council with all industrial relations legislation and other instruments;
- Job evaluation process for all employees is managed effectively;
- Feedback to management after each annual Performance Review on specific employee relations issues.

## **9. REFERENCE DOCUMENTS**

### **Relevant Legislation**

The following Legislation affects the operation of this Workforce Plan:-

- Local Government Act 1993;
- Local Government Amendment (Governance and Planning) Act 2016;
- Local Government (General) Regulations 2005;
- Local Government (State) Award 2017;
- Superannuation Guarantee (Administration) Act 1992;
- Work Health and Safety Act 2011 and Regulations;
- Anti-Discrimination Act 1977;
- Industrial Relations Act 1996;
- Independent Commission against Corruption Act 1988;
- Workplace Relations Act 2008;
- Fair Work Act 2009;
- Equal Employment Opportunity Act 1987;
- Government Information (Public Access) Act 2009;
- Privacy and Personal Information Protection Act 1998;
- Civil Liabilities Act 2002;
- Environmental Planning and Assessment Act 1979;
- State Records Act 1998;
- Public Interest Disclosures Act 1994; and
- Crimes Act 1900.

### **Related Council Plans, Policies and Procedures**

The following Council Plans, Policies and Procedures that are relevant to this Plan include:-

- Code of Conduct for Councillors, staff, contractors and delegates of Council;
- Council's Code of Meeting Practice;
- Council's Code of Business Practice;
- Tablelands Regional Community Strategic Plan 2016-2036;
- Upper Lachlan Shire Council Delivery Program;
- Upper Lachlan Shire Council Operational Plan;
- Upper Lachlan Shire Council Social and Community Plan;
- Upper Lachlan Shire Council Long Term Financial Plan;
- Upper Lachlan Shire Council Infrastructure Plan;
- Human Resource Training Plan;
- Human Resource Succession Plan;
- Equal Employment Opportunity (EEO) Management Plan;
- Public Interest Disclosures Policy;
- Recruitment and Selection Policy;
- Complaints Management Policy;
- Grievance Policy;
- Performance and Misconduct Policy
- Alcohol and Other Drugs Policy

- Disciplinary Policy;
- Harassment Policy;
- Secondary Employment Policy;
- Service Delivery Policy;
- Interaction between Councillors and Staff Policy;
- Bribes, Gifts and Benefits Policy;
- Fraud and Corruption Prevention Policy;
- Purchasing and Acquisition of Goods Policy and Procedures;
- Drug and Alcohol Policy;
- Rehabilitation Procedure and Practice Policy;
- Time in Lieu of Overtime Policy;
- Manual Handling Policy;
- Child Protection Policy;
- Delegations of Authority Policy;
- Employee Assistance Program (EAP) Policy;
- Trauma Management Policy;
- Employment and Retention Policy;
- Higher Grade Pay Policy;
- Time in Lieu of Overtime Policy;
- First Aid Policy;
- Injury Management and Return to Work Policy;
- Protective Clothing and Equipment Policy;
- Mobile Telephone Policy;
- Internet and Email Policy;
- Social Media Policy;
- Digital Information Security Policy;
- iPad Policy;
- Smoking Policy;
- Salary Sacrificing Policy;
- Private Use of Council Motor Vehicles Policy;
- Staff Training Policy;
- Sun Protection - Council Employees Policy;
- Payment of Expenses and Provision of Facilities Policy.
- Volunteers Policy; and
- Work Health and Safety Policy.