

BALLINA SHIRE COUNCIL – MEMORANDUM

MEMO TO: Councillors
COPY: Executive Team
CM REF: 20/26815
MEMO FROM: General Manager
DATE: 15 April 2020
SUBJECT: Workforce Management Plan 2020/21 to 2023/24 Measures

At the Finance Committee meeting held on 8 April 2020 it was recommended “*That further information be provided on the key action measures outlined in the draft document*”.

A review of the current Key Actions and Measures within the draft Workforce Management Plan has now been completed by Cr Dr Sharon Parry, Tonia Leckie - Manager People and Culture, and Kelly Brown – Director Corporate and Community.

Based on that review, the following changes, as marked in red, are recommended for inclusion in the draft Workforce Management Plan, in respect to the “Addressing the Challenges” section of the Plan.

The recommendations do not include all the proposals from the review and represent a reasonable balance of information for the purposes of the Plan.

The recommendation in the April 2020 Ordinary meeting agenda for the Finance Committee minutes includes reference to this memorandum.

Attraction and retention

Objective: We will attract and retain the right people using best practice, merit based, employment strategies that are responsive to our business needs and labour market changes. Our recruitment activities will be complemented by internal career management strategies to ensure we grow and develop our existing workforce to meet emerging needs. We will be a preferred employer, where people want to, and are proud to, work.

Key actions	Measures
Implement, monitor and improve recruitment procedures, tools and technology to ensure fair and equitable recruitment and selection practices focussed on attracting the best talent.	<ul style="list-style-type: none"> • Merit based selection principles applied for recruitment decisions • Feedback from supervisors and employees on recruitment results • Review and benchmark remuneration • Improvements implemented • Compliance with EEO Management Policy and Plan
Embed and promote our values in all aspects of employment.	<ul style="list-style-type: none"> • Policies, systems and processes regularly reviewed to ensure that they support and reflect our values • Feedback from employees surveys • Feedback from internal customer experience surveys
Implement and monitor on-boarding system to induct employees into the organisation and to assist them to embrace and apply our values, policies and procedures.	<ul style="list-style-type: none"> • Induction program completed by new employees • Feedback from employees and improvements identified
Maintain and improve performance management systems that engage our	<ul style="list-style-type: none"> • System improvements identified from employee feedback

Key actions	Measures
employees in setting goals and focus on performance conversations.	<ul style="list-style-type: none"> Performance management system training provided to all employees Annual performance review completed by July each year
Retain younger workers through coaching and mentoring programs.	<ul style="list-style-type: none"> Program implemented Number of participants retained Age profiles of the organisation
Offer opportunities to younger workers to act at higher levels by advertising internal opportunities and short term vacancies.	<ul style="list-style-type: none"> Opportunities offered and taken Feedback from employees
Expand trainee program to professional employee including engineers, building surveyors, planners, rating employee and link to succession planning to address identified skills shortages	<ul style="list-style-type: none"> Skills shortage programs developed and implemented Depth and breadth of trainee programs
Implement innovative workforce strategies and measure employee engagement, commitment and organisational performance as an employer of choice	<ul style="list-style-type: none"> Feedback from employees surveys Applications for employment Feedback from applicants

Ageing workforce

Objective: We will maintain a supportive and inclusive workforce environment that values the contribution of, and invests in its older workforce and provides opportunities for the recruitment of younger workers.

Key actions	Measures
Actively engage older people in the workplace by valuing, acknowledging and using their experience.	<ul style="list-style-type: none"> Mature worker satisfaction level feedback Number and effectiveness of mentoring programs and buddy systems
Support the recruitment of trainees and apprentices, including those positions identified as critical.	<ul style="list-style-type: none"> Number of trainees and apprentices Completion rates for traineeships Number of trainees and apprentices obtaining permanent employment with Council or other organisations
Continue to implement the work experience program and strengthen our links with local high schools, university and TAFE.	<ul style="list-style-type: none"> Number of work experience opportunities undertaken Range of work experience programs available and feedback from participants Participant satisfaction levels

Employment equity and diversity

Objective: We will promote Council as an equitable employer to attract and retain a diverse workforce that reflects the diversity of our Community.

Key actions	Measures
Annual review of EEO Management Plan to ensure it provides direction, objectives and strategies to target the employment of identified EEO groups.	<ul style="list-style-type: none"> Review completed on time Effectiveness of the programs implemented Feedback from employees Changes in organisation profile

Key actions	Measures
Build strong partnerships with our community to maximise the employment outcomes for groups who are under-represented in our workforce.	<ul style="list-style-type: none"> Number of partnerships in place and outcomes Number of placements that support EEO Management Policy and Plan
Foster a work environment that values and utilises the contribution of all employees considering diversity of skills, backgrounds, experience, and education levels.	<ul style="list-style-type: none"> Level of on-going training programs Level of employee awareness Number of employees expanding skills to other areas of the organisation
Increase employee awareness of their rights and responsibilities in regard to equity, integrity and respect for all aspects of diversity.	<ul style="list-style-type: none"> Education programs delivered and participation Level of employee awareness

Learning and development

Objective: We will develop leadership capability and support a high performance culture, and create an environment where innovation and accountability exists at all levels of Council. We will foster a culture that encourages ongoing learning among our people by providing learning and development opportunities that meet personal and career goals and align with Council's objectives.

Key actions	Measures
Respond to personal, legislative and organisational needs in learning and development activities	<ul style="list-style-type: none"> Corporate training calendar developed Employee satisfaction levels
Develop organisational leadership strategies, including coaching and support for managers and leadership program, which promote value based management principles and supports capability building.	<ul style="list-style-type: none"> Human resource metrics with consideration to turnover, grievances and employee satisfaction Feedback from employees Employee participation in leadership programs
Develop our peoples' skills to improve business processes and systems, respond to changes to internal and external environment, manage and implement change	<ul style="list-style-type: none"> Training programs implemented. Results from skills assessment. Feedback from employee surveys

Organisation culture

Objective: Drive a culture of high performance and engagement where our employees achieve professional, personal and organisational goals and want to come to work. We will understand what motivates our people and have a range of formal and informal systems to ensure our people are fairly remunerated, recognised and valued for their work and commitment to Council and our community.

Key actions	Measures
Create a workplace culture that fosters responsive, fair and inclusive practices and behaviours and brings to life Council values.	<ul style="list-style-type: none"> Effectiveness of programs and actions implemented. Feedback from employees surveys
Support organisational and operational change that involves employees in decisions that affect them.	<ul style="list-style-type: none"> Feedback from employees surveys Number of industrial disputes and grievances regarding management of change
Conduct bi-annual attitude survey to seek feedback from employees	<ul style="list-style-type: none"> Feedback from employee engagement survey

Key actions	Measures
Implement effective workforce practices such as succession planning, transferring and retaining knowledge and assisting employee to meet work-life balance needs where operational needs can support.	<ul style="list-style-type: none"> Annual review of workforce resource strategy completed on time Employee satisfaction on retention strategies adopted and implemented Flexible work arrangements in place procedure adopted and implemented.
Facilitate reviews of the organisational structure, work methods and job compositions to improve productivity and clarity of roles and responsibilities.	<ul style="list-style-type: none"> Ensure regular reviews of structure, functions and roles are undertaken Feedback from employees
Operate an Employee Reward and Recognition Scheme that recognises the contribution of our employees to the achievement of Council's objectives	<ul style="list-style-type: none"> Effectiveness of programs implemented Level of involvement in programs Feedback from employees

Work, Health and Safety

Objective: We are committed to a culture where the health and safety of our employees is paramount. We will provide a work environment that values and supports the contributions of our people, including a safe, supportive and equitable work environment.

Key actions	Measures
Embed workplace health and safety as a core value in the workforce and enhance safety outcomes through the support and development of our "safety" culture.	<ul style="list-style-type: none"> Performance metrics in comparison to industry benchmarks Level of employee engagement Feedback from employee surveys
Implement health and wellbeing, mentoring and education programs for a resilient, motivated, healthy and productive culture.	<ul style="list-style-type: none"> Participation and satisfaction rates for health and wellbeing programs Feedback on effectiveness of programs implemented

If you require any additional information please call Kelly Brown.

Paul Hickey
General Manager