



WORKFORCE MANAGEMENT PLAN

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Guyra Shire Council is classified as an urban regional small council. Council employs some 107 workers across a number of occupations. These include various positions in professional, technical, operational and administrative roles.

Over the past 5 years Guyra Shire Council has targeted reforms in reengineering practices to become more efficient in service delivery and to ensure that the organisation has the right people, skills and jobs to deliver the organisation and community goals.

Council has recognised that it has a number of capacity limitations and has continued to work on a strategy of developing long term strategic partnerships with local and regional organisations to fill skills gaps and source resources for short term projects.

Projected shrinkage of the available regional labour force in the years ahead will impact on the Council's ability to deliver services. This will necessitate a greater emphasis on not only attracting new workers, but on retaining current workers in an increasingly tight and competitive labour market.

Like all employers, Guyra Shire Council must sustain and renew its workforce in the context of an ageing population, declining birth rate and a tighter labour market.

The Guyra Shire region and the greater New England Region are expected to age sharply over the coming two decades. It is anticipated that by 2031 the average age in the local government area will be 40 years and for the New England region the average age will be 42 years, well above the average age expected for the State of New South Wales of 39.5 years.

Factors such as a lack of social, entertainment, retail, industry, investment and transport opportunities, combined with perceived geographic remoteness, do impact on the ability to attract skilled staff. The proximity of larger centres such as Armidale and Tamworth and coastal communities such as Coffs Harbour together with the relative proximity of Sydney through air and rail services, offset some of these factors to a limited extent.

National skills shortages together with Council's regional location hamper the organisation's ability to secure the required professional, technical and specialist skills across a range of areas. Urban and rural planners and engineers are among those occupations listed in the Skilled Occupation List, July 2011 published by the Federal Government Department of Immigration and Citizenship, that are often unavailable or in a very limited supply within our region.

This means exploring every avenue to attract, develop and retain talented workers to ensure the Guyra Shire community receives the high quality services expected.

Faced with these workforce challenges, Council must continue investing in the development and retention of the right people, with the right capabilities, skills and behaviours, in the right jobs.

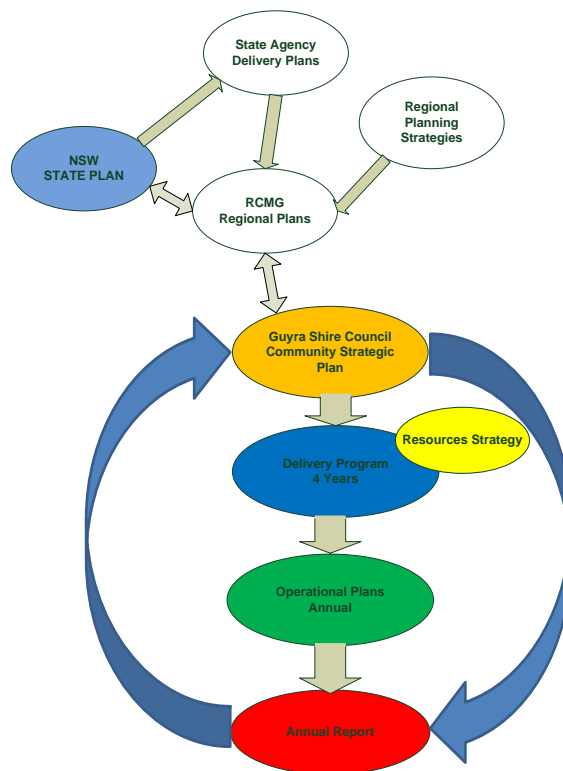
INTEGRATED FRAMEWORK

In 2009 the Division of Local Government in New South Wales introduced a new reporting framework to replace the former Management Plan and Social Plan with an integrated framework.

The integrated framework comprises:

- Community Strategic Plan (a 10 year plan)
- Resourcing Strategy including a long term Financial Plan, a Work Force plan and an Asset Management Strategy
- Delivery program (4 years)
- Operational Plan (annual)

The diagram below shows how the above plans link in with other future and current plans.



As part of the Integrated Planning and Reporting framework Council is required to prepare a 4 year workforce management strategy which addresses the human resource requirements of the 4 year Delivery Program. The Delivery Program details the principal activities to be undertaken to achieve the key elements established in the Community Strategic Plan.

Guyra Shire's Community Strategy Plan – *“A Prosperous community – Sustaining a Unique Rural Lifestyle”* with its four key elements/outcomes - Our People, Our Infrastructure, Our Environment, Our Governance - represents the aspirations of the people who work, live and visit our area.

The Plan is a partnership between the community, the State of NSW and Council.

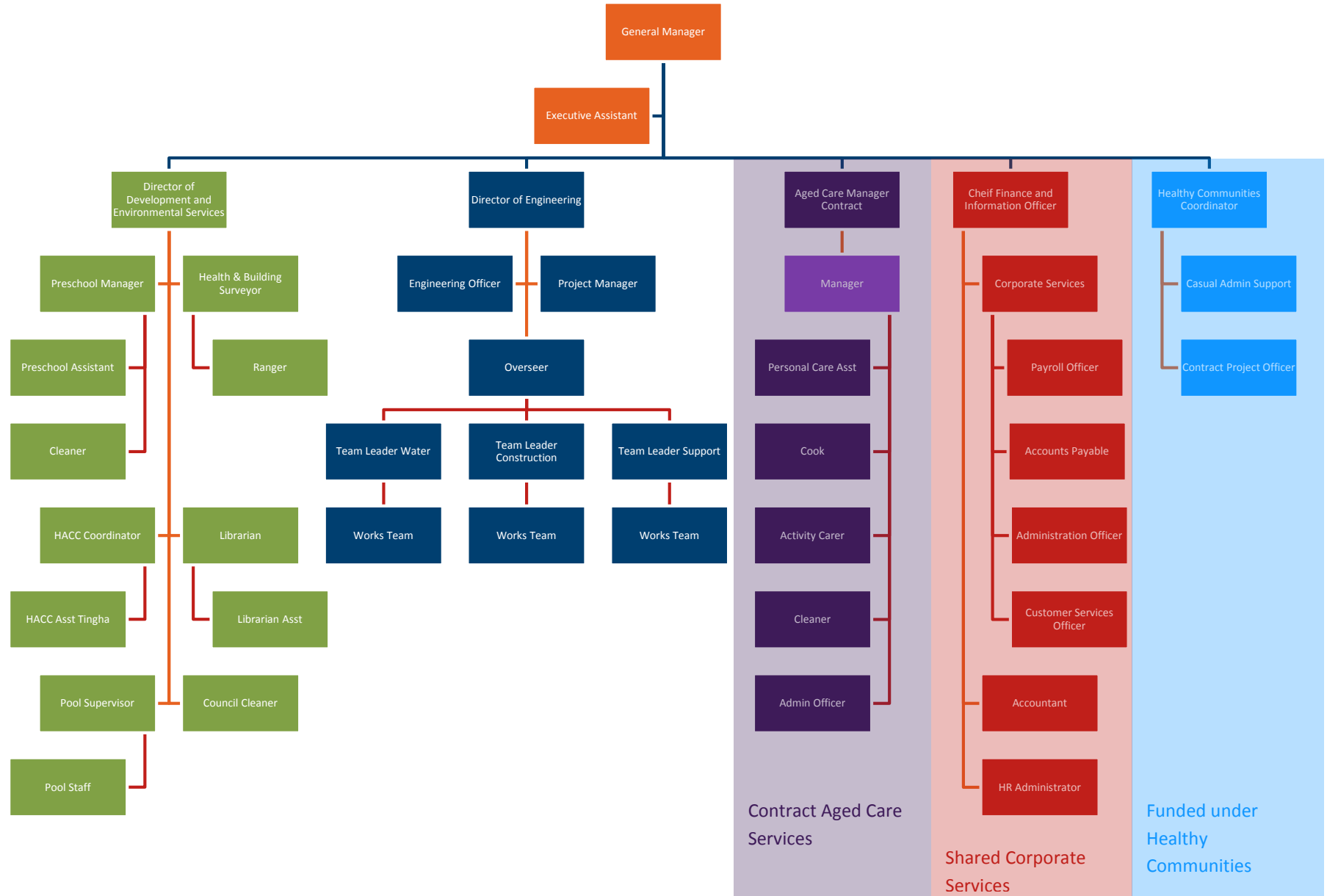
ORGANISATION STRUCTURE

The Local Government Act 1993 requires Councils to adopt an organisation structure which is appropriate to the needs of each Council area and to identify senior staff positions within that structure (s332).

The organisation structure may be re-determined by Council from time to time, however, it must be re-determined within twelve months following any ordinary election of the Council.

The General Manager is the most senior employee of a Council and is the only member of staff selected and appointed by Councillors.

Under the Local Government Act the General Manager's staffing responsibilities include appointing, directing and dismissing staff in accordance with the organisation structure and resources approved by the Council, as well as implementing Council's Equal Employment Opportunity (EEO) Management Plan.



Vision Statement:

A PROSPEROUS COMMUNITY - SUSTAINING A UNIQUE RURAL LIFESTYLE

Community Aspirations – Visioning Outcomes

Providing opportunities for responsible and sustainable growth.

Providing diverse recreation and social opportunities to meet the unique needs of our communities.

Preserving our natural environment and resources for future generations.

Supporting and respecting diverse family and cultural values.

Mission Statement:

TO PROVIDE COMMUNITY LEADERSHIP AND LOCAL GOVERNMENT SERVICES IN A SUSTAINABLE, EFFECTIVE AND EFFICIENT MANNER – MEETING THE NEEDS OF OUR COMMUNITY

VALUES

Respect	We respect other people's values and acknowledge the view of others, through active listening, showing understanding and compassion.
Honesty	We will act honestly in the conduct of Council's operations by encouraging open and transparent communication and being accountable to our community.
Fairness	We will act fairly in the conduct of Council business, by treating everyone in a non discriminatory, consistent and equitable manner.
Achievement	We will encourage achievement, by supporting colleagues, developing skills and knowledge, encouraging new ideas and innovation, striving for goals and performance targets and use of good governance.
Trust	We will aspire to establish trust by being open and transparent in decision making, reliable, honoring our commitments, and accepting responsibility for decisions made.

WORKFORCE STATISTICS

Council's workforce is made up of; full time, part time and casual workers. The table below shows the break up of the different categories of workers.

Full time	36
Part Time	30
Casual	41
	107

The following table provides a break-down of the different areas in which workers are employed within Council:

Area of Employment	Number of Staff	% of Total workforce
Trades/Specialist/Operations	80	75%
Management	3	3%
Administration	12	11%
Professional/Technical	12	11%
	107	100%

GENDER PROFILE

The purpose of Council's EEO Management Plan is to eliminate and ensure the absence of discrimination in employment on the grounds of race, sex, marital status, age and disability and to eliminate barriers which exclude EEO groups from equal employment opportunities.

Council's EEO objectives aim to ensure fair outcomes in all areas of employment including recruitment, training and development, grievance management, access to information about Council policies and procedures, management and supervision and conditions of employment.

Council takes its legal obligations under both state and federal legislation to ensure the absence of discrimination and harassment in the workplace seriously. Specific grounds are set out for unlawful discrimination based on race, sex, marital status, physical or intellectual disability, pregnancy, homosexuality, compulsory retirement, age and carer's responsibilities.

Overall women make up 46% of the local government workforce in New South Wales. This is similar to the 45% of women that make up the NSW workforce as a whole (source: *ABS Labour Force 6202.0*).

Of the total Council workforce 60% are female, which is well above the local government and state averages for women in the workforce.

	OUTDOOR	INDOOR
Men	32	11
Women	0	64

The positions that are held by females are in administrative, aged care and in the pre-school functions in an indoor location. The outdoor workforce is comprised of male workers.

AGE

One of the main issues Council is confronted with over the next 5-10 years is the ageing workforce. This issue poses significant challenges in respect to resourcing the organisation, recruitment, retention and retirement of older workers.

As a percentage of the workforce 55.3% are in the age bracket 44 years and below.

45% of Council's workforce are in the age bracket 45 years and above.

An age profile for the Council's workforce appears below:

		Male	Female	Indoor	Outdoor
Under 25	11	2	9	5	6
25 - 34	17	5	12	13	4
35-44	31	11	20	24	7
45-49	11	7	4	6	5
50- 54	10	6	4	4	6
55-59	12	6	6	9	3
60-64	7	3	4	5	2
65+	8	3	5	7	1
	107	43	64	73	34

While the above table demonstrates the age distribution of workers is weighted towards the 25 to 49 year old demographic, the potential exists for up to a third of the current workforce could retire in the next 5 to 10 years.

This may create a capacity gap that will need to be addressed through technological efficiencies or recruitment of skilled workers.

With the impending retirement of the 'baby boomer' generation of Council workers and 45% of the current workforce being aged in the 45 years plus age bracket, the organisation is likely to become exposed to a shortage of skills and the loss of corporate knowledge in the next 5 to 10 years.

Attention needs to be paid to retaining enough staff with the right mix of skills, corporate knowledge and capabilities to meet community expectations as outlined in the Community Strategic Plan.

Employee Voluntary Separation

The average voluntary separation rates for local government in New South Wales is 9.68% (Source: *LGSA, NSW Local Government HR Metrics Benchmarking*).

The employee voluntary separation percentage for the 2011/2012 period for Council was 5 % which is well below the NSW local government average.

YEARS	% Voluntary Separation
2009/10	4%
2010/2011	8%
2011/2012	5%

It is preferable to retain staff wherever possible. However, it is recognised some level of voluntary separation from Council is likely to occur from time to time due to changing personal and professional circumstances of workers.

Not all voluntary separation from Council is harmful and there can be benefits associated with recruiting new people who bring new skills and ideas to the organisation.

However, it is also recognised that beyond a certain point a high level of voluntary separations becomes a negative and costly issue and can threaten the sustainability of Council's operations in the medium to long term.

WORKFORCE ISSUES IDENTIFIED

WHY DO WE NEED A NEW APPROACH TO OUR WORKFORCE?

Because we need a skilled, capable and flexible workforce able to drive innovation in service delivery.

The Community Strategic Plan identified a range of new program priorities. To achieve these priorities an integrated approach is required to attract, recruit, develop and retain staff. We need to ensure the Council's workforce has the capabilities required to become a highly effective, capable and flexible workforce to deliver services to the community.

Changes in service delivery mean that Council must be flexible in its approach to work practices and job design. Traditional ways of getting the job done are no longer appropriate in many cases.

Because the workforce is ageing.

Increased life expectancy, declining birth rates and the ageing of the population are changing the age profile of the Australian population and the workforce.

Ageing has and will continue to reduce the numbers of people in the working age bracket of 15 to 64 years and as a consequence the labour force participation rate across the total population in Australia.

Council age demographics demonstrates that currently 45% of people are employed in the 45 years and older age brackets.

Because we face potential high levels of retirements

Whist Council's age demographics shows the largest number of employees are in the 25 to 49 age bracket, detailed analysis of individual workers and likely retirement dates shows that a third of the current workforce will potentially retire in the next 5 to 10 years.

However, the effects of the global financial crises on workers' superannuation arrangements may have an impact on retirement intentions, resulting in workers having to work longer which in turn will present the organisation with some health and safety risk factors, particularly in respect to the outdoor workforce.

In any event, it is likely that Council will need to consider alternative service delivery models as well as technological and human resource solutions in lieu of expanding its workforce in order to meet service delivery requirements.

Older workers present a key source of workers and the challenge for Council is to adopt new, effective ways of retaining and attracting employees aged over 45 years in suitable and appropriate jobs with a low inherent level of health and safety risks.

Because the landscape in New South Wales Local Government is changing

The Future Directions for NSW Local Government draft report prepared by the Independent Local Government Review Panel was released on 25 April, 2013. Council will need to be prepared to respond to changes that have been 'canvassed' in the report.

CRITICAL SKILLS AND CAPABILITIES

The critical skills and capabilities required to support the Community Strategic Plan priorities include the following:

- Project Management
- Flexible and innovative thinking
- Budget Management
- High level technical and professional skills and knowledge
- Customer/client focus
- Negotiating and influencing
- Technological/computer skills and literacy
- Human Resources management

Council finds attracting qualified and experienced people from the market to fill managerial, professional and technical positions difficult. With longer serving managers considering retirement, further pressure is placed on other workers to fill these roles at times without the benefit of support and guidance from mentors who are able to pass on corporate knowledge and skills.

Staff in the lower age brackets with management and leadership potential need to be identified and provided with opportunities to acquire the necessary skills, knowledge and experience so that a pool of potential applicants is created to fill management and senior management roles as they become vacant. Continued investment in training and development across the organisation is critical in respect to succession planning.

The analysis of the existing workforce indicates that of the skills gap that may occur over the next 5-10 years due primarily to retirements, the highest demand will be in the replacement of operational and trades skilled staff. These areas will become the focal point in respect to the recruitment of trainees and school based apprentices as well as other new skilled recruits.

STRATEGIC OBJECTIVE : TO ATTRACT AND RETAIN SKILLED STAFF

GOAL

To Provide Opportunities for appropriately qualified and skilled existing staff and new recruits to develop a career in Local Government

Strategy	Actions	Outcomes
Recruitment of young workers in the 16 – 25 years age demographic	Recruitment of trainees Engagement of School Base Trainees Promote work experience programs Strengthen Links with training facilities and institutions Develop Managers and Supervisors to support and guide apprentices and trainees	Improved succession planning Support for youth within the Guyra Shire Development of trained staff Improved professional development opportunities Promote local government as a career option for young workers in our community.
Retain existing skilled staff or attract appropriately skilled applicants for positions	Invest in targeted training and development of existing workers.	Reduced staff turnover

	<p>Identify opportunities for multi skilling across Divisions.</p> <p>Utilise social media and other recruitment marketing campaigns to attract applicants for job vacancies.</p> <p>Market test salary rates within the NSW local government sector to ensure Council remains market competitive</p> <p>Professional Development is encouraged.</p>	<p>Improved productivity and job satisfaction</p> <p>Skilled and experienced pool of applicants for vacancies</p> <p>Salary rates remain competitive</p> <p>Improved professional development opportunities</p>
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STRATEGIC OBJECTIVE: TO DEVELOP A DIVERSE AND MULTI-SKILLED WORKFORCE

GOAL

To have a balanced demographic profile while ensuring that the right person with the right skills are in the right roles

Strategy	Actions	Outcomes
<p>Promote opportunities for greater balance in Council’s workforce profile and ensure that staff are placed in roles with the appropriate skills and based on merit.</p>	<p>Continued promotion of Councils Equal Employment Opportunity Management Plan</p> <p>Actively assess positions when they become vacant for redesign to meet Council’s changing requirements</p> <p>Assess opportunities for establishing traineeships and apprenticeships when positions become vacant.</p>	<p>Improved morale</p> <p>Multi skilled workforce</p> <p>Diversified workforce</p>

STRATEGIC OBJECTIVE : TO BE IDENTIFIED AS AN EMPLOYER OF CHOICE

GOAL

Increase competitiveness in the market place by being an Employer of Choice

Strategy	Actions	Outcomes
Recruitment processes that attract quality applicants	<p>Develop an employee value proposition to assist in the retention and attraction of workers</p> <p>Develop manager's skills to support and encourage teams to be innovative and creative</p>	<p>Increased number of suitable applicants for positions advertised</p> <p>Increased level of job satisfaction and productivity</p>
Promote the value of the New England region and the Council.	<p>Utilise the 'Experience the Highs' in recruitment campaigns to promote Guyra and the region.</p> <p>Promote the benefits of working in the local government sector.</p>	<p>Increase the attractiveness of Guyra Shire Council as an employer.</p> <p>Attract and retain a skilled workforce.</p>

STRATEGIC OBJECTIVE: TO DEVELOP ADAPTIVE MANAGEMENT PRACTICES TO MEET FUTURE SKILLS DEMANDS

GOAL

To have a clear strategic direction that is understood by the workers and inclusive planning processes to deliver strategic and operational goals.

Strategy	Actions	Outcomes
Organisation structure	<p>Develop a flexible and adaptable organisation structure.</p> <p>Ensure that roles have the correct level of delegation and skills to operate responsibly and effectively.</p> <p>Develop clear lines of accountability and responsibility through delegations.</p>	<p>Improved ability to respond to changing community and government expectations.</p> <p>Communication of strategic and operational goals is improved.</p> <p>Understanding of the IPR framework, Delivery and Operational plans is improved.</p> <p>Improved accountability.</p>
Inclusive planning processes	<p>Workers are included in planning processes related to the delivery of operational requirements.</p>	<p>Higher level of productivity and increased understanding of operational goals and how they will be achieved.</p>

The right people.....
With the right capabilities, skills and behaviours.....
In the right jobs.

Council’s Workforce Management Plan is not a “*set and forget*” Plan.

The Plan will be formally reviewed and updated annually to reflect changing circumstances, financial imperatives and workforce requirements and as part of the Integrated Planning Reporting Framework reviews.

The Workforce Management Plan will be measured against the strategic objectives and achievement of planned outcomes.