



CARRATHOOL SHIRE COUNCIL

WORKFORCE MANAGEMENT STRATEGY



2012 – 2016



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Workforce Strategy 2012 to 2016

March 2012

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EXECUTIVE SUMMARY

A strong, diverse, committed and motivated workforce is at the core of any successful business. Getting the right people into the right jobs is paramount and requires a commitment to attract, develop, retain and recognise talented and motivated employees who are aligned with our Vision and Values.

We are a multi-faceted organisation, with a significant number of functions and operations. Accordingly, we require a diverse workforce that is capable of delivering positive outcomes for the organisation and to help us grow.

We are however faced with many challenges; these include skills shortages in specific occupations, a large proportion of our existing workforce nearing retirement and recruiting the next generation of skilled specialist staff.

We are taking a proactive approach in this regard through our 'grow your own' philosophy; creating traineeships and apprenticeships in a range of specialist areas.

Through our Workforce Strategy, we're focused on attracting and retaining quality people, including trainees, and in investing in developing our leaders and recognising and rewarding our high performers.

We need to take our people with us to create the 'fit for the future' that we need to deliver our communities' priorities. We need to involve our staff and support them in learning new ways of working.

This Workforce Strategy incorporates strategic objectives which aim to support Carrathool Shire Council in achieving the skilled, motivated, flexible and diverse workforce it needs to deliver value for money services that make a difference to our local communities, while at the same time, maintaining our position as an employer of choice.

Ken Croskell

General Manager

INTRODUCTION

A Community for Everyone

The Carrathool Shire Council Community Plan (CSP) has been prepared by Council in partnership with local residents, the business community, government agencies, both State and Federal, non-government bodies, and cultural and educational organisations.

The CSP embraces the aspirations for the Shire's communities, and the delivery of these aspirations relies on the collaborative and committed effort between government, business and community.

The Community Strategic Plan and its attendant strategies, programs and plans are a result of combining corporate planning (long term direction) and short term budgeting (short term objectives and funding). Therefore, the Community Strategic Plan is the single most important document for Carrathool Shire Council in that it provides the direction in the long term and how it intends to get there in the short to medium term.

The need for a collaborative approach and a committed effort to preserve and enhance quality of life resulted in Carrathool Shire Council adopting as its vision:

'To protect and promote quality of life with economic development and environmental sensitivity.'

Council's mission is to:

'provide the community of Carrathool Shire with cost effective works, services and planning, fundamental to the progression of quality of life.'

The Workforce Management Strategy supports the 20 Year Strategic Plan, Delivery Plan and the Operational Plan.

Background

The Integrated Planning and Reporting reforms adopted by State Parliament require all council's in NSW to adopt a strong sustainability focus with at least a 10-year strategic business planning framework relative to their Local Government Areas and the activities of their councils.

Council has adopted a Community Strategic Plan that addresses social, environmental and economic issues as well as civic leadership. Council must also adopt a Delivery Program and Operational Plan by 30 June 2012. The purpose of a strategy for resourcing the community strategic plan is to ensure the community's ideas and aspirations for the future are realistically achievable. The resourcing strategy must be underpinned by a Long Term Financial Plan (LTFP), an Asset Management Strategy, Policy and Plans and a Workforce Management Strategy. In the context of these reforms, the purpose of the 2012-2016 Workforce Management Strategy (WFMS) together with the LTFP and Asset Management Framework including Policy, Strategy and Summary Plans, is to ensure the community's strategic objectives identified in Carrathool Shire Council's 2010 – 2020 Plan are met.

AN EFFECTIVE WORKFORCE MANAGEMENT STRATEGY

The development of an effective Workforce Management Strategy enables Council to focus on the medium and the long term and provides a framework for dealing with immediate human resource challenges in a consistent way. An essential element of the Council's workforce management strategy is that it must address the human resource requirements of the Council's Delivery Program.

This Workforce Management Strategy outlines Carrathool Shire Council's commitment to ensuring it has a workforce capable of delivering positive outcomes for the organisation.

CARRATHOOL SHIRE COUNCIL WORKFORCE MANAGEMENT STRATEGY

To ensure this happens, it requires us to recruit, develop, retain and recognise talented and motivated employees.

Council envisages a relatively stable workforce in respect to the numbers of staff employed. Variables such as statutory requirements or changes to grant funding may impact on staffing level requirements, but in the foreseeable future, Council considers workforce numbers to remain static.

INTEGRATED PLANNING & REPORTING FRAMEWORK

Carrathool Shire Council's integrated planning framework comprises the following plans/programs:

- **Community Strategic Plan** – identifies the community's main priorities and aspirations for the future and outlines strategies for achieving these goals.
- **Delivery Program** – describes the activities we will undertake over the next four years to achieve our long term goals and outcomes.
- **Operational Plan** – outlines the details of the specific projects and activities that will achieve the commitments outlined in the Delivery Program.



The Workforce Management Strategy, together with the Asset Management Strategy and Long Term Financial Plan, provide the resources necessary to achieve the Delivery Program.

The Workforce Management Strategy aligns with and supports Carrathool Shire Council's other key planning documents to ensure that we have a capable, professional, engaged and sustainable workforce, in order to deliver on our commitments to the community.

The Workforce Management Strategy is designed to cover a rolling four-year period.

WORKFORCE STRATEGY OBJECTIVES

Workforce planning is a critical strategic activity intended to ensure there are sufficient numbers of appropriately trained employees to carry out the organisations purpose. That is, the right people are in the right place at the right time to build a strong, interconnected and sustainable organisation.

It provides managers with a framework for making staffing decisions based on the Council's capacity, values, management plan, budgetary and other available resources.

The Carrathool Shire Council Workforce Management Strategy is a strategic approach to address current and anticipated shortages in the Australian labour market. Due to the diverse range of services delivered and the specialised roles within local government, these shortages will have a significant on our industry and our ability to respond to community needs and interests. Council aims to be an employer of choice for existing and potential candidates across the generational ranges.

Council's workforce strategy is a continuous process designed to shape our workforce and to ensure that it has the capacity to deliver our objectives into the future. The strategy includes consideration of the following national and local employment trends and issues:

- Shrinking future workforce
- Ageing workforce
- Generational diversity
- Skills shortage
- Workforce Recruitment
- Workforce Retention
- Succession Planning

The strategy extends current human resource procedures and should be read in conjunction with these and other conditions outlined in the Award and various Council agreements.

The workforce strategy also assesses the skill mix sought to equip the organisation to be in a position to focus on the aspirations of the community identified in the 20 year plan and the Community Strategic Plan.

NATIONAL EMPLOYMENT TRENDS

Shrinking Future Workforce

Access Economics forecasts that the working age population will grow by just 125,000 for the entire decade of the 2020's compared with 170,000 people a year currently. That means for every 10 candidates we see now, we will see only one in 2020.

Generation X (born between 1965 and 1976) women are not having as many children. 20% will have no children and a further 25% will only have one child. When combined with baby boomers exiting the workforce in increasing numbers, Australia's workforce is on a downward trend.

Put simply, the challenge is no longer about hiring bright young graduates, it is more about attracting and retaining appropriately trained people to deliver our core services.

Ageing Workforce

The ageing population means that Australia will face increasing difficulties in maintaining the size of the labour force, directly impacting on the potential pool of employees available to local government. The range of occupations that exist in local government require a variety of skills and experience which places the industry in a vulnerable position as their skills will be difficult to replace.

Skills shortages are already being experienced in a number of areas such as engineering, town planning, accounting, environmental health and plant operation.

Our rural location brings its own difficulties in successfully attracting new staff away from major regional and metropolitan organisations. The significant salary packaging benefits and rewards these organisations offer result in their rural counterparts struggling to compete in the open market.

Council's projected expenditure for retirement from 2015 to 2018 based on a retirement age of 58 for females and 65 for men is set out below:

Retirement Age	2015/16	2016/17	2018
Females: 58			
Males: 65	\$125,000	\$318,000	\$86,000

The recent change in legislation that extends the pensionable retirement age to 67 in 2023 will have national impacts. This, along with the impacts of the Global Financial Crisis on superannuation funds will in many instances, see employees continuing to work beyond their original intended retirement date. Council will also have to factor in compulsory superannuation increases from 9% to 12% over the next four (4) years.

Generational Diversity

Baby Boomers (born 1946 to 1961), Generation X (born 1961 -1976) & Generation Y (born 1976-1991) have quite diverse work values with Generation X and Y not being interested in traditional work models. Generation Z (born from the end of 1991 to 2006) will remain unknown in the short term in relation to work values. Much conjecture exists among the experts in relation to the date ranges.

The growing literature on this part of the workforce suggests that, in addition to increased mobility between jobs, these generations are looking for flexible work options that allow a balance between work and other activities. This reflects a shift in the notions and premium placed on career and loyalty to an employer.

If flexible practices are to be used to further improve participation, a number of challenges need to be addressed including cultural barriers that impede the development of effective flexible work options.

Extensive research shows that the following characteristics are evident in each generation:

Baby Boomers

Rebels in their youth, many Baby Boomers have become conservative over time, and although asset rich, they are often too cash poor to retire within their ideal timeframe.

Although they have lived through business process reengineering and downsizing, Baby Boomers are largely optimistic and loyal employees. Their key strength in the workplace is their commitment – working any hours required of them. They have a strong quality and process focus, a great pool of knowledge gained through experience of significant workplace cycles, and a lot of pride in the work they do and the jobs they have.

Generation X

Raised in an era of rapid technological change, and economic and social pressure, Generation X has few assets or savings, and the need for a dual income has meant they have put off marriage and babies until later in life. They believe they will carry the burden of their parent's retirement, and after seeing their own parents cope with redundancies, retrenchments and recessions, they don't believe there is any such thing as job security.

In the workplace, Gen X is technologically savvy, willing to embrace change, efficient and results focussed. They desire new skills and new challenges, responsibility and autonomy, have a strong social conscience and want to work in an environment that gives them challenge and reward in equal measure.

Generation Y (or Generation "Why" as it's also been described)

Highly educated, and with the most available buying power in their youth, this is the credit generation, buying everything now and paying later. By age 12, the average Gen Y will have seen 22, 000 advertisements. They are always contactable, and social networks provide the key reference point for decision-making. Generation Y are also rights and entitlements focussed – what's in it for me?

In the workplace, Gen Y employees are very productive and efficient - they embrace change and they want to be very good at what they do, so they try really hard. Like Generation X, Y has a strong social conscience and is motivated by an alignment between their values and those of the organisation they work for. They enjoy variety and multi-tasking, and thrive in environments with open communication.

Getting the most from each generation

The differing characteristics of each generation require adjustments and flexibility in management style, organisational culture and the structure of the workplace. This does not have to be a costly or onerous exercise – establishing an approach of flexibility in daily management behaviours can make a significant difference.

Skills Shortage

There has been ongoing discussion for a number of years on the national skills shortage and the impact that it is having on the broad range of industries.

Government Skills Australia Environmental Scan February 2008 reports:

"Rapid development of new technologies, globalisation, the rise of the knowledge economy and the relative reduction in economic importance of many traditional industries has resulted in local government having to deal with critical workforce skill shortages.

As local government's workforce is substantially made up of workers over 45 years of age, it faces a significant challenge in filling the employment gaps as older employees retire and leave the workforce. In particular, local government will feel the impact of the reduction in Australia's labour force as a substantial proportion of its workforce sits within the five occupations with the highest projected workforce reductions.

CARRATHOOL SHIRE COUNCIL WORKFORCE MANAGEMENT STRATEGY

These five occupations encompass key local government workforce areas, including planners, tradespeople, environmental health officers, engineers, and building surveyors/ inspectors.

The increase in demand for local government services is borne out in expected growth in employment in local government. However, the ability to meet this estimated growth is dependent upon the capacity of local government to find appropriately skilled staff at the same time that it is confronted with a current and looming skills shortage."

Council has had increased difficulty in recruiting to a number of vacancies particularly in relation to environmental health and building surveyors, engineers, town planners, and plant operators.

The establishment of additional traineeships, including existing worker trainees, and cadetships in the professional disciplines will place Council in a more viable long term position. The following table indicates the proportion of existing employees and the level of education held.

High School Equivalent	Certificate II/III/IV	Diploma/Advanced Diploma	Tertiary Qualifications
56	40	3	13

NB: The FTE figures provided in this report are based on Carrathool Shires workforce as at 31 January 2012

Workforce Recruitment

Council is strongly aware that it is operating in a competitive labour market and that effective, targeted, efficient recruitment strategies are required to meet Council's continuing workforce requirements.

In ensuring that Council is able to access a sufficient pool of applicants and quickly move them into employment with Council, the following activities will be undertaken:

- Continue to ensure that Carrathool Shire Council maintains its industry standing as a strong, financial and growing regional Council;
- Continue to promote Carrathool Shire as a lifestyle destination;
- Continue to monitor:
 - Where Council's employment candidates come from;
 - Which is the most cost effective and efficient medium for attracting candidates to apply for positions, in targeting Council's advertising for vacancies;
- Continue to ensure that Council's recruitment and selection processes are timely and professional;
- Candidates are aware of recruitment time frames and process completed in a timely fashion;
- Where necessary appoint external recruitment agencies to assist in the recruitment process.

Workforce Retention

Council, in conjunction with its Succession Planning, is aware that effective Workforce Management includes as a major element, employee retention. This is particularly relevant for Council's critical and key positions. In considering suitable retention strategies, Council has considered:

- Who is currently in our organisation;
- What motivates them to stay; and
- Who does Council need and want to attract to the organisation, and once they are here how are they retained.

In pursuing these matters, Council's employee retention strategies will focus on providing its employees with a supportive, safe environment. This environment will foster a sense of belonging and empower employees, providing them with the direction and resources needed to perform Council's activities in the community to the best of their ability.

CARRATHOOL SHIRE COUNCIL WORKFORCE MANAGEMENT STRATEGY

Council will recognise employees that Council has in its organisation, as a major step in addressing employee retention.

Some of the activities Council will be undertaking to maximise its employee retention in the short to medium term are:

- Investigation of further flexible working hours schemes;
- Investigation of alternate leave arrangements, including the purchase of additional leave (subject to legal requirements);
- Investigation of additional salary sacrifice arrangements for staff;
- Investigation of transition to retirement schemes for older workers noting Carrathool Shires ageing population.

Succession Planning

Council acknowledges it may face in the medium and long term, a number of workforce succession planning challenges. These include;

- An ageing workforce (as depicted in the Graphs at Pages 20-21);
- A shortage of specialised skills in certain areas, such as civil engineering, planning and business management (both development and strategic);
- Increasing competing career opportunities both inside and outside the Carrathool Shire Council Local Government Area;
- An increasing mobile younger workforce;
- A change in the workload for certain sections within Council as State and Local Government priorities change.

Noting these challenges, Council's succession planning will provide for strategies which:

- Enable the filling of Senior Management and key positions in a timely fashion;
- Facilitating the in-house career advancement of identified employees;
- Ensure the retention of existing knowledge, skills and experience;
- Provide for higher level, vacant positions to be filled by existing Council employees, creating cost savings, efficiencies and ongoing productivity;
- Make it attractive for entry level vacant positions to be filled by external applicants to increase the employment pool available to Council.

Accordingly, in ensuring the timely filling of key positions with appropriately skilled and qualified employees across all sections of the organisation, Council will utilise the following succession planning strategies:

- Strategy 1 – The provision of a range of full time permanent, full-time fixed term and casual staff positions;
- Strategy 2 - The engagement of employees on a contractual basis with attractive employment conditions;
- Strategy 3 - The provision of continuing opportunities for existing appropriately skilled employees to act in the higher key positions;
- Strategy 4 - The appointment of existing appropriately skilled employees to higher key positions – this may entail the incumbent being required to obtain further/higher skills identified in Training Plans;
- Strategy 5 - The sharing / borrowing of appropriate employees from neighbouring Councils;
- Strategy 8 - Setting target numbers of Trainees, Apprentices or Cadets

In respect of this matter, Council has for some time already had in place a number of strategies targeted at succession planning. These comprise the following:

- The continual intake of trainees, apprentices and school based trainees providing job opportunities to (primarily) local young person's – this provides a pool of young experienced and qualified people able to apply for permanent positions on completion of their training.

CARRATHOOL SHIRE COUNCIL WORKFORCE MANAGEMENT STRATEGY

- The employment of School Based Trainees – working part time at Council while continuing High School studies.
- The accommodation of TAFE and High School students requesting work experience placements. This provides an opportunity for the participants to be exposed to the Local Government Industry.
- Participation in Mock Interviews with the Hillston Central School to expose Council young people to council's recruitment process.

In supporting Council's succession planning, Council has identified its Critical and Key Positions for its continuing operations in Council's Organisational Structure.

WORKFORCE PLANNING CHALLENGES

The Council's ability to put in place the necessary workforce to achieve the community's ideas and aspirations for the future are affected by several internal and external factors. These factors have the potential to impact on the organisation's capacity to supply the right workforce at the right time and deliver the 2010-2020 Service Aims of the Council and the Actions in the Council's 2012-2016 Delivery Program. The internal and external factors impacting on the internal supply of the workforce include:

Internal factors

1. Operational expenditure - cost of employment
2. Workforce demographics (particularly an ageing workforce)
3. Length of service
4. Skills shortage
5. Turnover
6. Attraction and retention capacity of Council
7. Increased reliance on external contractors
8. Increased reliance on volunteer groups
9. Service planning - culture change required for integrating focus and purpose of the business
10. Impacts of HR Information System (HRIS) implementation
11. Occupational Health and Safety (OH&S) to be replaced by Workplace Health & Safety Act from 1.1.2012 – culture change required to increase accountability and reduce costs

External factors

12. An increase in the Compulsory Superannuation Levy
13. Award Salary Increases
14. Government Legislation for National Employment Standards
15. Changes in Legislation for Accreditation
16. Changes in service levels in response to community priorities

Economic Outlook

Whilst there has been a recovery from the impact of the Global Financial Crisis, its impact on superannuation has resulted in significant consequences for those employees with plans to retire in the near future. In many instances, these employees will need to continue working beyond their original intended retirement date. Whilst this may be beneficial in areas of skills shortage, it may also present issues where staff are required to perform tasks that involve a significant amount of manual labour which could lead to a greater risk of incident and injury.

The stability of Council's internal workforce is expected to be sustained in the immediate future, as employees seek secure employment in a supportive workforce environment to sustain their personal goals and desired lifestyles.

CARRATHOOL SHIRE COUNCIL WORKFORCE MANAGEMENT STRATEGY

An ongoing supply of suitable external and casual labour is anticipated with a sustained population growth of experienced older residents seeking more relaxed lifestyles and younger semi professionals seeking a safe environment and community in which to raise their children.

Our region in regards to Carrathool Shires economy has tended to remain quite stable, even throughout the Global Financial Crisis. This allows the area to be presented in a positive light when compared to other regions that may be subject to fluctuations in economic conditions as they are reliant on one or two major industries.

The Carrathool Region

Carrathool Shire is located in the Riverina Region of south-western New South Wales, about 570 kilometres north of Melbourne, and 680 kilometres west of Sydney. Carrathool Shire is bounded by Central Darling Shire and Cobar Shire in the north, Lachlan Shire, Bland Shire and Narrandera Shire in the east, Griffith City and Murrumbidgee Shire in the south, and Hay Shire and Balranald Shire in the west.

The Carrathool Shire is serviced by the Cobb Highway, the Mid Western Highway and Kidman Way which provides prospective funding and growth potential.

Carrathool Shire includes the townships and localities of Benerembah (part), Binya (part), Booligal (part), Boorga, Carrathool (part), Erigolia, Goolgowi, Gunbar, Hillston, Lake Brewster, Melbergen, Merriwagga, Monia Gap, Mossgiel (part), Myall Park (part), Rankins Springs (part), Roto, Tabbita (part), Wallanthery, Warrawidgee (part), Willbriggie (part) and Yenda (part).

Carrathool Shire is a predominantly rural area, with two-thirds of the population living in the township of Hillston and the smaller villages of Carrathool, Goolgowi, Merriwagga and Rankins Springs.

The Shire encompasses a total land area of about 19,000 square kilometres. Rural land is used largely for agriculture and horticulture, particularly sheep and cattle grazing, cotton and rice growing, with some citrus growing, and other fruit, nut and vegetables grown.

The population of the Shire declined slightly from the 1970s through to the mid 1990s, and then increased slightly between 1996 and 2001 to approximately 3,300 people. The population then declined slightly, falling to 2,918 people in 2006. Estimated figures released by the Australian Bureau of Statistics as of 30 March 2011 show these figures have not changed considerably with a projection of 2954 people in 2010. This figure is not anticipated to change over the next decade to 2020.

There are 149 people with some form of tertiary qualifications within the shire, approximately 5% of the population, which does not indicate a solid pool of tertiary qualified employees. New South Wales has the highest number and proportion of people aged 15-64 with a post-school qualification of all Australian States. More than 2.6 million people, or 57% of all working-age residents in the State, hold post-school qualifications. Over 1.1 million working-age people or 24.59% of its population in New South Wales hold a bachelor or higher degree as of May 2010. Reference ABS Cat. No. 6227.0, May 2010, Reference: NSW Trade & Investment: Business in NSW.

Skills Australia estimates that within the next five years Australia may need as many as 2.4 million additional people in the workforce with qualifications at Certificate III and higher to meet projected industry demand, growing to an additional 5.2 million by 2025. Reference -Australian Workforce Futures: A National Workforce Development Strategy, March 2010

In this context, lifting participation and attainment in education and training is a key to ensuring ongoing economic success for New South Wales and Carrathool Shire Council to be able to provide rewarding lives for our citizens.

CARRATHOOL SHIRE COUNCIL WORKFORCE MANAGEMENT STRATEGY

The Shire area is also home to a range of industry sectors and this can be seen as a positive aspect when looking at our recruitment approaches, especially given the diverse nature of our organisation and the numerous functions and services that we provide. Agriculture is one such sector that Carrathool Shire Council could leverage off in terms of our recruitment strategy, particularly given the high number of visitors to the region during harvest that we may be able to attract and retain.

All of this paints a positive picture of the potential workforce that exists within the Carrathool Shire area and may in some instances be able to offset some of the impact associated with areas of skill shortage.

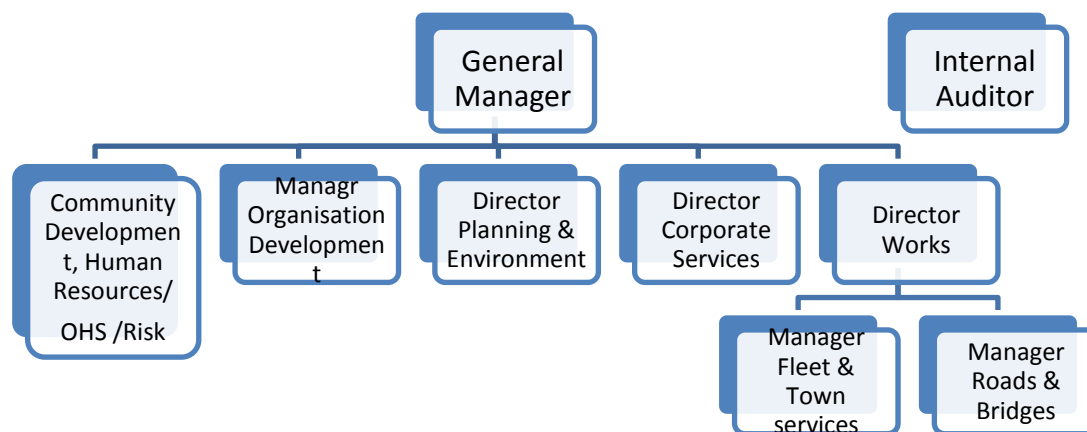
Migration trends

There has traditionally been a significant migration of young school leavers departing Carrathool Shire for study and work/career opportunities.

CARRATHOOL SHIRE COUNCIL WORKFORCE MANAGEMENT STRATEGY

Organisation Structure

Carrathool Shire Councils structure comprises the following groups that work in close collaboration with each other to deliver services to the Shires residents. These groups are: Corporate Services, Planning & Environment, Works, Organisation Development and General Managers Department.



Carrathool Shire Council operates with a relatively flat structure and achieves success and outcomes through the use of cross organisational working groups. Interrelationships are critical to effective decision making and service delivery

The General Manager, Directors, Manager Roads & Bridges, Manager Fleet & Town Services and the Manager Organisation Development make up the Management Executive (Manex).

The overall staffing profile of the organisation is outlined below:

FTE Staff Numbers	Permanent	Part-time	Casual	Apprentice/Trainees	Total
91	77	5	23	7	112

NB: The FTE figures provided in this report are based on Carrathool Shires workforce as at 31 January 2012

GROUP OVERVIEW

The General Managers Department

Provides the strategic focus for Council's operations and is composed of the General Manager, Community Development Officer, HR/OHS Officer and the HR/OHS Assistant. The General Managers Group also encompasses the Mayor and the Councillors, our elected representatives who oversee community governance across a wide range of issues.

CARRATHOOL SHIRE COUNCIL WORKFORCE MANAGEMENT STRATEGY

Team	Permanent	Part-time	Casual	Apprentices /Trainees	Total
General Manager	1				1
Community Development	1			1	2
Human Resources/OHS Officer	1				1
Human Resources/OHS Assistant	1				1
Internal Auditor	1				1
Total	5			1	6

Corporate Services

The Corporate Service Department provides a range of functions to the general public such as Library services encompassing internet access, mobile library and meeting venues. Internal business services include finance and Information Technology.

Team	Permanent	Part-time	Casual	Apprentices /Trainees	Total
Director Corporate Services	1				1
Finance	5				5
Library	1	2	1		4
Cleaner			1		1
Total	7	2	2		11

Works

Team	Permanent	Part-time	Casual	Apprentices /Trainees	Total
Director Works	1		1		2
Managers	2				2
Overseers	2				2
Outdoor Works Staff	30		1	1	32
Water & Sewerage	7				7
Office/Admin	3	1			4
Town Maintenance	6		2		8
Workshop	4			3	7
Cleaners					
Total	55	1	4	4	64

CARRATHOOL SHIRE COUNCIL WORKFORCE MANAGEMENT STRATEGY

Planning & Environment

Team	Permanent	Part-time	Casual	Apprentices /Trainees	Total
Director Planning & Environment	1				1
Health & Build Surveyor	1			1	2
Ranger	1			1	2
Noxious Weeds Officer	1				1
HACC	1	1	5		7
Pool Attendants			5		5
Caravan Parks			1		1
Cleaner			2		2
Total	5	1	13	2	21

Organisation Development

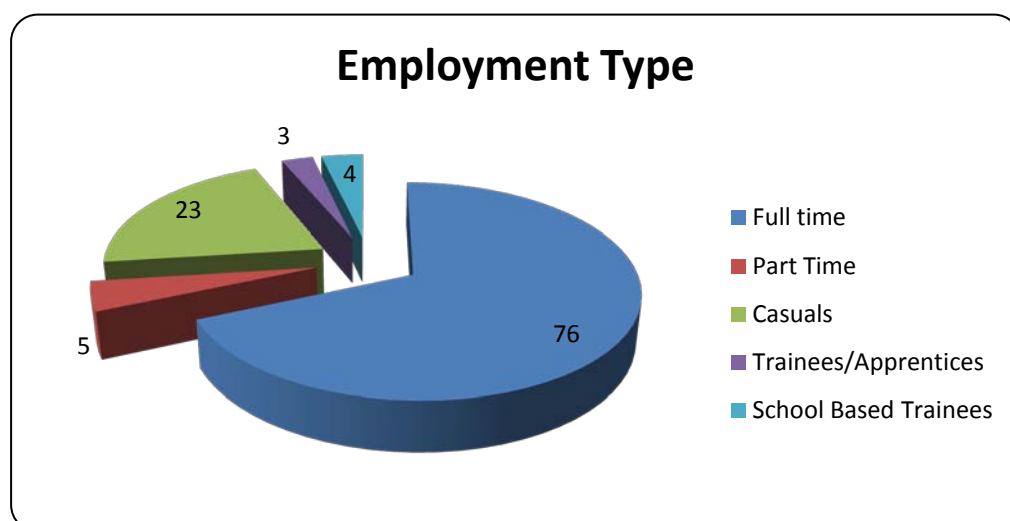
Team	Permanent	Part-time	Casual	Apprentices /Trainees	Total
Manager Organisation Development	1				1
Office Manager	1				1
Secretaries	1	1			2
Customer Service Officer	1		3		4
Records Officer	1				1
Total	5	1	3		9

COUNCILS CURRENT WORKFORCE

Employment Type

As identified earlier, Carrathool Shire Council has a workforce of approximately 91 FTE staff. This equates to 112 people as of 31 January 2012.

Casual employees also form part of Carrathool Shire Council's workforce and their engagement is generally driven by specific programs and seasonal/holiday requirements. Given the irregular nature of their employment, these employees tend to be engaged for only short periods.



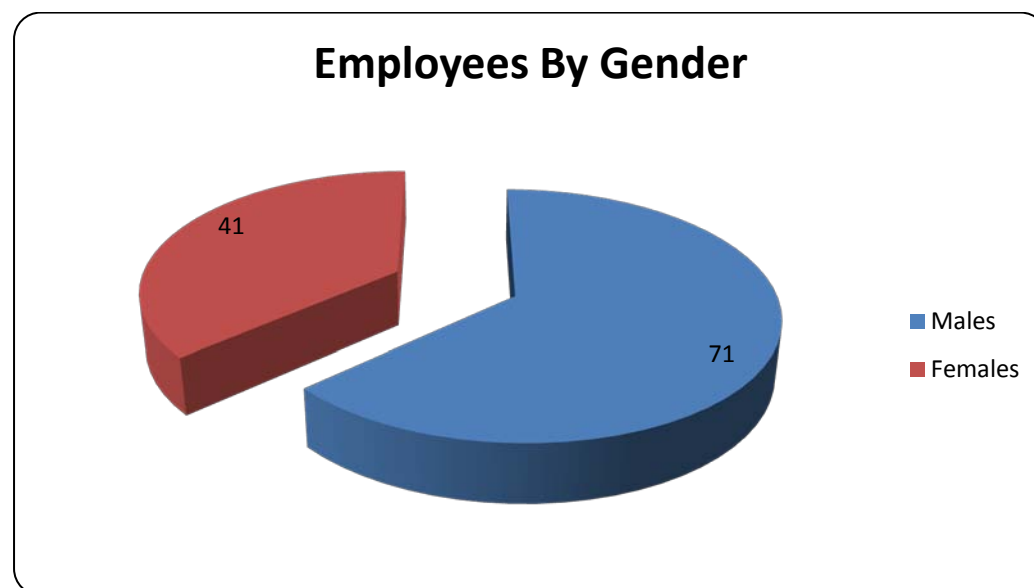
CARRATHOOL SHIRE COUNCIL WORKFORCE MANAGEMENT STRATEGY

NB: The FTE figures provided in this report are based on Carrathool Shires workforce as at 31 January 2012

Gender

Overall, Carrathool Shire Councils workforce is made up of around 64% male employees and 36% female employees. Within certain sections of the organisation, there is a specific gender bias. For example, the Works Department has a high proportion of males, whilst in Organisational Development and Corporate Services females are the predominant gender. These imbalances are mainly historically driven and associated with the functions performed in those areas.

Of the employees that work part - time, approximately 75% are female.



Age

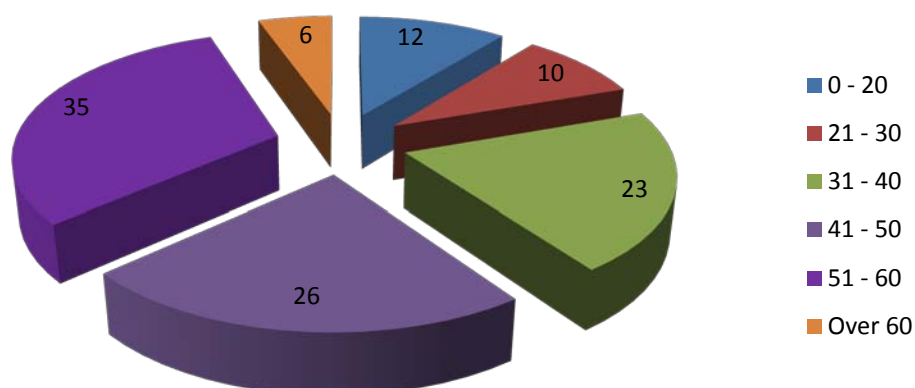
The age representation of Carrathool Shire Council's workforce is spread across the various age groups, with a significant number (33%) of employees aged between 51 and 60. Two thirds of Councils workforce are 41 and over

In examining the younger generational group, there is only 13% of the workforce aged under 30, whilst 8% of Councils workforce is over the age of 60, with around 30 employees expected to retire in the next five years. Nearly all of the employees nearing retirement are employed within the trades and operational areas, with a further 2% being employed within other areas and/or leadership or supervisory positions.

A review of the demographics of Council's current workforce as at January, 2012, shows that the average age of Council's employees is 43.4 years. The age of Council's employees ranges from 16 years to 74 years. (This does not include Council's School-based Trainees). The largest representative group of employees are aged 51 to 60 years, followed by 41 to 50 years olds.

Council has noted that over the last two years, a number of employees have made the choice to continue in employment beyond the traditional age 65 years retirement age.

Employees by Age



NB: figures provided in this report are based on Carrathool Shires workforce as at 31 January 2012

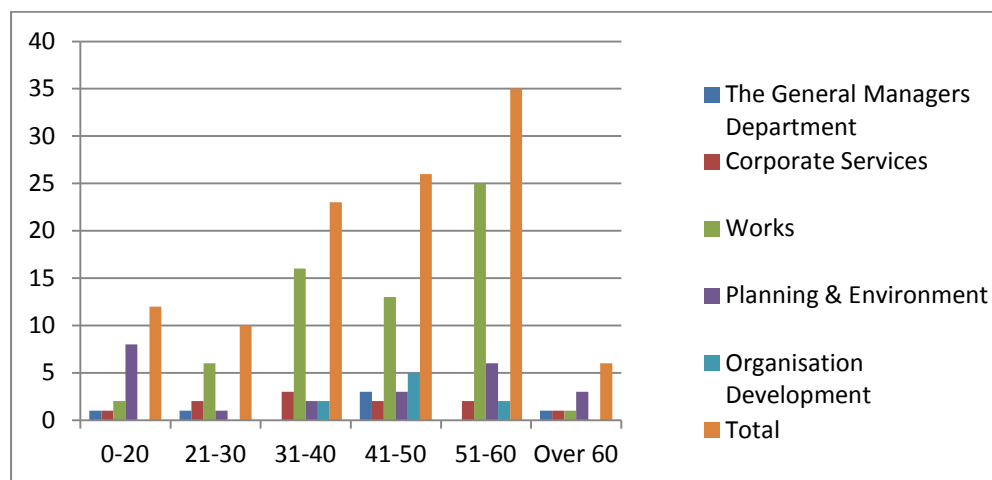
Position Type

Carrathool Shire Council's workforce is also quite evenly spread across the occupational groupings. This would indicate a sound skill base, particularly considering the diverse nature of the functions and services that Council provides. We have a relatively healthy number of professional and trade qualified staff (around 46%), with the operational sector representing 54% of our workforce.

Workforce Age Profile by Department

Function	0-20	21-30	31-40	41-50	51-60	Over 60	Total
The General Managers Department	1	1		3		1	6
Corporate Services	1	2	3	2	2	1	11
Works	2	6	16	13	25	1	63
Planning & Environment	8	1	2	3	6	3	23
Organisation Development			2	5	2		9
Total	12	10	23	26	35	6	112

Workforce Age Profile by Department



NB: figures provided in this report are based on Carrathool Shires workforce as at 31 January 2012

Council will be undertaking a workforce audit/skills audit to ascertain whether Council has the right balance of skills going forward to meet operational and community needs and expectations.

Council has a high proportion of workforce aged in the 51-60 age bracket (35%). Of this 35%, 22% are employed in the Works Department.

Whilst there are some areas of the workforce that present challenges for the organisation such as the number of impending retirements, (approximately 41 employees over the next 10 years) there are other positive aspects such as the overall age of the workforce, our strong skill base and the number of trainees and apprentices currently engaged.

These are important factors in the development of our overall Workforce Management Strategy and identify those areas that may need to be addressed as well as those that are currently strong points that we can further enhance and build on.

Office and Depot Accommodation

Accommodating Council's workforce in the most effective and efficient manner over the next 5 years will not present a challenge particularly with the planned development of a new Hillston District Office. Office accommodation in the existing Hillston District Office is at a premium and it is expected that there will be significant growth in requirements for Council and the community over the period of this plan and beyond.

The identified need to engage cadets and trainees to address future shortages will necessitate appropriate planning for office space requirements.

The organisation is staffed to deliver the current levels of service during average periods of demand. Prolonged peak periods stretch resource capacity. Changes in policy or legislation at State and Federal levels are an important factor in assessing resource levels, including staffing levels.

It is estimated that there will be very minor growth in staffing over the next 5 years and this will primarily be influenced by the intake of cadets and trainees.

CARRATHOOL SHIRE COUNCIL WORKFORCE MANAGEMENT STRATEGY

The planned Hillston District Office development should provide adequate facilities and office accommodation for operational and support staff along with other government agencies well into the future.

Employee Leave Entitlements (ELE)

The increased number of employees reaching potential retirement age means that additional pressure will be placed on ELE reserves. The Department of Local Government recommends that 20% of long service leave liability should be held in reserve but the employment age profile indicates that this reserve may need to be varied to provide for Council's liability.

Council's "Staff Gratuity Policy" was introduced in September 1988. This policy entitled staff to payment of accumulated sick leave. Rates of payout were amended in 1993, and the policy was revoked by Council with effect from 19 July 2003 and an alternate arrangement put in place. In 2007, Council resolved that staff employed by Carrathool Shire Council on a permanent basis prior to 20 July 1993, were to be entitled to the payment of untaken sick leave accrued to 30 June 2007, on resignation, retirement, redundancy or death. As a result, Council had a vested sick leave liability of \$856,000 as at 1 July 2011.

The ELE Reserve as at 1 July 2011 was \$1M and this represents approximately 40% of Council's current leave liability of nearly \$2.5M. The reserve represents 37.79% of the direct annual salaries costs.

The average number of weeks long service leave was taken per year during the previous 3 financial years (as against paid out on retirement/redundancy) has been 145 weeks. This average has been included in the forecasting of Council's ELE Reserve requirements through to 2021.

Future budgets will draw on the estimated retirements outlined in the workforce strategy to ensure adequate funds are available in the ELE Reserve.

Employee Satisfaction Survey

An employee satisfaction survey was conducted by Carrathool Shire Council in the first half of 2011 to measure the level of employee satisfaction across most aspects of work life. The survey was designed to provide information that would assist Council further develop its attraction and retention initiatives and to provide a benchmark for assessing progress in Council's quest to become an employer of choice.

The analysis shows that Carrathool Shire Council is generally a good place to work.

Areas for improvement are performance management, communication about decision making and promotion opportunities. These areas will be addressed by initiatives detailed in this strategy.

STRATEGIES TO ADDRESS WORKFORCE TRENDS

This section identifies approaches to positively address the national and local workforce trends and the strategies are summarised in the implementation timetable in the next section.

Each of the key strategies is underpinned by an Action Plan and a series of outcomes and objectives / strategies, the achievement of which is largely dependent on the commitment and cooperation of key stakeholders. Council is committed to supporting the implementation of the objectives, which will be reviewed annually by Human Resources and reported to MANEX and Council.

Trend 1: Shrinking future workforce

Strategy 1.1. Retention of Older Workers – Phased Retirement

Supporting older workers to work longer and 'phase' their retirement offers a number of key benefits including effective transfer of knowledge and skills and creation of flexible workforce whilst promoting self funded retirees and assisting with the transition from full time work to retirement.

Recent changes to superannuation taxation laws will encourage older workers to exit the workforce at 60 plus rather than 55 years of age.

- a) Where appropriate, facilitate the development of personal phased retirement plans which may include the following options:
 - Access to part-time work, casual work or flexible working hours;
 - Home based work;
 - Move to 'project' based work;
 - Move to 'mentoring' role for younger staff and apprentices
- b) It is proposed to host workshops and individual sessions for potential retirees to provide information on superannuation and retirement options.
- c) Surveys will be conducted to identify anticipated retirement levels and to gauge employee expectations in relation to ongoing employment.

Strategy 1.2. Attraction and Retention of Younger Workers

Council needs to attract and retain young workers across all job types. Those characteristics that define Employer of Choice organisations need to be developed and promoted within Council. Surveys conducted of employees in such companies identified the following factors as highly motivating:

- Strong leadership and a genuine interest in people
- Good working relationships and engagement with management
- Challenging work and responsibility
- Prospects for training and career development
- Work / family life balance

In addition to work/life balance, young employees place a major emphasis on organisational culture and engagement, skills development and employee benefits.

- a) The establishment of clearly understood organisational values that translate into behavioural outcomes will be a key driver in the development of our brand and culture and the assessment of performance.
- b) A performance management framework that centres on outcomes and results rather than process will further reinforce the strong direction and leadership that we seek. The framework will include the elements of recognition and reward that are essential principles in attraction and retention.

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- c) The development of an aspiring leaders' program will provide opportunities for young employees together with formal training designed to enhance their career potential.
- d) Leadership is defined as a process by which a person influences others to accomplish an objective and directs the organisation in a way that makes it more cohesive and coherent. It is proposed to have older workers at various levels taking on mentoring roles to share their knowledge and experience with trainees, cadets and other younger employees.

In a 2007 survey of South Australian Public Service graduates, respondents indicated that flexible working hours was a major factor for them to remain in the organisation. Key factors relating to work/life balance for the graduates surveyed were:

Flexible working hours.....	90%
Flexible use of leave.....	79%
Work from home or flexible work locations.....	62%
Discounted private health insurance.....	60%

Council will introduce a range of initiatives aimed at attraction and retention including but not limited to:

- Salary packaging options
 - Flexible working hours arrangements
 - Reward and recognition strategies
 - Training, development and tertiary study assistance review
 - Phased retirement and working from home
- e) Employee attitude surveys provide information on the expectations of employees in relation to job satisfaction and similar work issues. They will play an important part in the development of organisational culture and human resource procedures.
 - f) The promotion of local government as an employer of choice to local schools through attendance at careers days and the development of promotional material to be included in school newsletters will raise our profile as a prospective employer amongst our younger community.
 - g) The recruitment section on the web-site will also benefit from an overhaul to make it more appealing and user friendly to prospective employees. It should reflect much of the lifestyle and geographical features of the area as well as focusing on our values and brand.

A number of other strategies are available to Council to attract and retain younger workers and develop an Employer of Choice reputation.

- h) Professional development opportunities can be further encouraged through Council's Staff Training, Education & Development Policy with increased access to paid study leave and financial support for course costs.
- i) Increasing staff access to leadership /management training and post-graduate studies will ensure existing staff are suitably prepared and skilled to move through the organisation. Mentoring and secondment opportunities including opportunities for professional development in their chosen profession will demonstrate to staff the potential career prospects available within Council, thereby encouraging loyalty and commitment.
- j) Building reputation in the industry through nominations for awards and staff participation in professional groups.
- k) Building reputation in the community through the provision of quality service, youth employment strategies and media promotion.
- l) Fostering relationships with Government and business agencies to cross fertilise mind sets and skill sets.

CARRATHOOL SHIRE COUNCIL WORKFORCE MANAGEMENT STRATEGY

Strategy 1.3. Alternate Employment Pools

Council should not limit itself to traditional recruitment bases and will continue to explore options to further access alternate employment pools such as people with disabilities, indigenous people and long term unemployed. Overseas recruitment provides another viable option particularly for professional positions.

Trend 2: Ageing Workforce

Strategy 2.1 Succession Plan

Council will develop a succession plan for all key positions across the organisation. This plan may involve external recruitment and professional development and mentoring of existing staff over a specific timeframe to meet anticipated retirements and future skill shortages.

Strategy 2.2 Trainee and Cadet Intake

A targeted intake of trainees and cadets will occur in those areas identified in the succession plan as being at risk due to the age profile.

There are significant benefits associated with this traineeship and cadetship strategy:

- Provision of local youth employment opportunities which addresses some of the concerns raised by the community.
- The opportunity to instil a culture more consistent with the principles of learning and career development
- Employment through a group training company provides strong mentoring and motivational elements for trainees
- The traineeship period provides Council with the opportunity to identify strengths of the trainees and to place them where their aptitudes can be most effective within the team
- Distance education opportunities in the professional disciplines have markedly improved in recent years and makes cadetships a most viable and practical means of addressing the skills shortage.
- Cadetships will involve degree level qualifications
- Cadetships will be under a bond arrangement with incentives provided to encourage a long term employment relationship
- Employees completing traineeships will be encouraged to pursue further studies towards diploma or degree level qualifications
- Cadets can perform many of the para-professional duties and free the qualified staff to concentrate on the more intensive aspects of their positions. In return professional staff can also develop as a result of the mentoring roles that they will need to assume with the cadets.

Council's objective is to retain trainees and cadets following completion of their formal studies provided their ongoing employment forms part of the approved succession plan.

Strategy 2.3 School based traineeships

- a) A targeted number of school based traineeships will provide the opportunity to promote the notion of a career in Local Government among students in the later years of their secondary education. School based traineeships are an economical means of engaging this group while at the same time exposing them to local government during their studies. This will increase the probability that they choose to work in the industry upon completion of studies. Students can also complete specific project work during work placements.

Trend 3: Generational diversity

Strategy 3.1 Mentoring Program

- a) A mentoring program will be established to develop staff within their chosen field. This may be facilitated by staff identified for phased retirement or other experienced staff prepared to share their knowledge with less experienced employees.

Strategy 3.2 Performance Management Framework

- a) A revised performance management framework is currently under development and will include the identification of key result areas and performance indicators. The framework will concentrate on outcomes and results rather than process unless there are statutory requirements to be met.

The performance management system will also focus on behaviours based on the adopted organisational values.

Strategy 3.3 Work/Life Balance

There are several initiatives that will increase Council's employer of choice status relating to work life balance.

These initiatives include:

- a) paid parental leave
- b) flexible hours arrangements
- c) job sharing
- d) purchased leave
- e) family friendly work places
- f) home based work
- g) carer friendly work places
- h) phased retirement and
- i) employee wellness programs.

Strategy 3.4 Skill Development

- a) A comprehensive skills audit will be conducted to identify skill gaps and to promote career development. The outcomes of the skills audits will be the basis of planning and scheduling future training including formal post secondary or tertiary studies. This will assist in the matching of skill requirements to the Community Strategic Plan aspirations and the skill mix attractive to Generation Y.
- b) An aspiring leaders program (eg program run by the NSW LGMA) will supplement other job specific skills obtained through training, mentoring, cross-functional teams or acting in higher positions.
- c) The staff training procedures will be reviewed to ensure there are incentives and flexibilities for staff to pursue study opportunities through the performance management system. Such opportunities will include initiatives such as exchanges between other Councils including the inter-council friendship agreement that will promote the sharing of information on processes and procedures which may also lead to the formation of strategic alliances in areas of mutual interest.
- d) Staff will be encouraged to participate in professional associations and networking in the regional Councils and LGMA special interest groups including membership on executives.

Strategy 3.6 Organisation Culture

- a) The development of clearer organisation values, recognition for living those values, employer branding, and management engagement will impact positively on the overall culture. Specific strategies for each of these initiatives will be incorporated into the plan.
- b) A number of initiatives including the recognition of performance through regular staff awards will be implemented.
- c) Identification of areas of high risk or productivity that require a focus by the organisation may attract alternate employment pools or staff mix to assist the desired culture.
- d) To promote the initiative of progress of the organisation, state and national awards will be sought to improve reputation and recognise culture

Trend 4: Skills Shortage

Strategy 4.1 Trainees/Apprentices/Cadets

Refer strategy 2.2

Strategy 4.2 TAFE

Council has developed an excellent partnership arrangement with TAFE Riverina Institute that has resulted in flexible learning options being implemented across a wide range of skill areas. There is potential to develop a similar association with universities that could provide the capacity to deliver tertiary studies relevant to local government via distance education.

Council currently has a sponsorship program in place with Charles Sturt University students from within the Shire in an effort to retain local young people.

Trend 6: Migration Trends

Strategy 6.1 Traineeships and Cadetships

There are some practical ways by which Council can influence the traditional migration trend away from the Shire following secondary schooling.

The introduction of cadetships and expansion of current traineeships within Council will have a direct effect.

CARRATHOOL SHIRE COUNCIL WORKFORCE MANAGEMENT STRATEGY

This may include group training partnerships with other Councils or local industry.

Strategy 6.2 Tertiary Study Opportunities

Council could explore and advocate study options at the Charles Sturt University campus to encourage youth to remain in the general area.

Council may research and promote distance education courses as a means of retaining youth in the area via the proposed Education Hub within the Multi Access Centre to provide Tele/Video conferencing, webinars etc. This is planned to be housed within the new Hillston District Office.

Strategy 6.3 Economic Development

Economic development and the capacity to attract new business to the area require major consideration to improve local employment opportunities.

This strategy will recommend that Council play a more significant role in economic development.

Similarly, tourism marketing attracts visitors, potential residents and employees. Future job advertising may focus on promoting the area as a means of attracting candidates.

Strategy 7.2 Hillston Depot Development

The Hillston Depot has undergone refurbishments to install an inspection pit that meets RTA Heavy Vehicle Inspection requirements. This provides an important service to community members who would otherwise be forced to travel long distances to access a Heavy Vehicle Inspection station. Further re-development of the Hillston Depot is planned for the future.

Strategy 7.3 Goolgowi Depot Development

Funding opportunities are to be identified to provide for upgrading of the Goolgowi Depot. The Goolgowi Depot will be retrofitted with upgraded lighting in 2012 as a priority.

Trend 8: Pay Structure

Strategy 8.1 Pay Structure and Performance Framework

The current pay structure was introduced in 1997 and the range spread for each grade was established at 9%.

In 2012, nearly 46% of staff will be sitting on the maximum of their respective grade. The pay structure needs to be re-examined and reviewed but retaining the features required under the Local Government (State) Award.

It is proposed to review the structure to optimise performance recognition based incentives as determined through the review of the performance management system in addition to the Award requirements relating to skills acquisition and use.

Strategy 8.2 Salary Sacrificing Options

A suite of options will be made available to all Council employees who wish to take advantage of the benefits offered by salary sacrifice. The options will be structured to take advantage of the fact that the Shire area is considered a remote area under the provisions of the relevant Tax Act.

Trend 9: Employee turnover

Strategy 9.1 Staff Induction Period

The initial 6 months following appointment is a critical employment period during which new employees require more intensive care and consideration. It is a period that can make or break the potential for a long term work relationship.

It is proposed that a review be completed at 3 months and 6 months between the employee and the manager/supervisor to gauge the progress of the new employee, their expectations of the position, to ascertain whether an appropriate level of support exists from management and to determine the level of success of the recruitment process.

Strategy 9.2 Employee Retention

Council will introduce programs aimed at attraction and retention including but not limited to:

- Salary packaging options
- Flexible working hours arrangements
- Cultural shift
- Reward and recognition strategies
- Training, development and tertiary study assistance review
- Phased retirement and working from home
- Purchased leave options

Strategy 9.4 Employee Retention Trainees

Council introduced School Based Trainees in 2011. This is Council's initial experience with School Based Trainees and to date has worked relatively well. Twelve months on, Council has determined that it will make the placement of Trainees a meaningful process with reciprocal benefits for both the Trainees and Council. To do this well, Council has decided to finalise the existing trainees prior to taking on any new trainees.

A more structured program will be implemented going forward with all future School Based Trainees. A review process will be established to analyse the program and highlight any issues and provide feedback to the supervisory staff and trainees.

Council's objective is to retain trainees and cadets following completion of their formal studies provided their ongoing employment forms part of the approved succession plan.

Trend 10: Financial strategy

The financial strategy indicates the intention to "narrow the gap" between funds available for infrastructure and operations and actual fees for service. This may include reviewing service levels and the mix of resources (staff, contractors or consultants) to provide those services.

The strategy also looks to provide services to other Councils either directly or on a resource share basis. The annual budget and operational plan processes provide the opportunity to address these issues but will necessitate a change in traditional thinking.

Trend 11: Employee satisfaction survey

Strategy 11.1 Employee Climate Survey

A range of initiatives will be implemented following the results of the employee climate survey conducted in 2011. The initiatives will be developed in conjunction with the Staff Consultative Committee.

It is proposed to do a comprehensive follow up survey in 12 months (end of 2012) and then biennially. Each year, a “snap shot” survey will be conducted at Council’s annual staff meeting held in July. These mini surveys will target specific areas and will augment Council’s comprehensive climate survey.

Trend 12: Planning

The following is a summary of current and proposed employee benefits which aid and assist Council’s workforce planning;

Strategy 12.1 Recognition and Reward

- Service Awards – apply once 15 years service is achieved;
- Salary increases – Award and/or Senior Executive Service;
- “Employee of the Month” recognition.

Strategy 12.2 Salary Sacrifice/Packaged Benefits

- Motor Vehicles – option of packaging vehicles for contract staff and selected key positions;
- Provision of Phones – Subsidies available from the provision of phone services for contract staff and selected key positions;
- Access to Superannuation Salary Sacrifice arrangements;
- Additional benefits for new employees relocating from outside of the area.

Strategy 12.3 Health and Wellbeing

- Audiometric screening;
- Skin Cancer screening;
- Employee Assistance Program;
- Social Club.

Strategy 12.4 Career Advancement

- Study Assistance under Council’s training policy (financial and paid leave for residential schools and exams);
- Conferences and Seminars – opportunities to attend conferences and seminars which are relevant to the employees position;
- Access to in-house training.

CARRATHOOL SHIRE COUNCIL WORKFORCE MANAGEMENT STRATEGY

Workforce Resourcing

Ensure our ongoing organisational capacity through knowledge of our current and future workforce needs. Use effective recruitment and selection strategies to attract and secure the best people whilst recognising the advantages that diversity can deliver. Provide opportunities for people to gain exposure to Carrathool Shire Council and what it has to offer through specific work placement arrangements. Right people, right positions, right time.

Key Area	Goal	Specific Outcomes	Strategy
Workforce Planning	Develop a thorough understanding of our current and future workforce needs.	<ul style="list-style-type: none"> • Effective workforce planning procedures and tools are available to leaders • Analyse workforce demographics – both positions and people • Workforce plans exist across all departments • Develop approaches to ensure we have the right people in the right jobs at the right time – skills audit 	<ul style="list-style-type: none"> • Develop workforce planning procedures and tools (check lists etc) for leaders. • Workforce skills audit • Develop and maintain departmental workforce plans. • Skills gap analysis to be carried out.
Recruitment & Selection	Attract and engage the best people.	<ul style="list-style-type: none"> • Ensure effective recruitment marketing and promotion • Recruitment actions are values and behaviour based • Recruitment approaches are fit for purpose and merit based • Opportunities for career advancement are promoted 	<ul style="list-style-type: none"> • Utilise a more efficient and objective recruitment system i.e. E-Recruit. • Clear Recruitment Policy that outlines values and behaviours. • Training and career development designed to enhance career potential – individual training plans.
Workplace Diversity	Recognise and support the value of workplace diversity.	<ul style="list-style-type: none"> • Specific employment strategies are encouraged and supported • Recruitment opportunities reflect the principles of workplace diversity • Seek opportunities for gender balance • Workplace adjustments are 	<ul style="list-style-type: none"> • Explore alternate employment pools such as people with disabilities, indigenous people and long term unemployed • Equal Employment Opportunity Policy advocates and promotes workplace diversity. • Workplace modifications are

CARRATHOOL SHIRE COUNCIL WORKFORCE MANAGEMENT STRATEGY

		supported where practicable	carried out where reasonably practicable.
Placements – Volunteers and Work Experience	Provide opportunities for people to experience what Carrathool Shire has to offer.	<ul style="list-style-type: none"> • Opportunities for work placement are provided across Carrathool Shire • Support is provided for placements to ensure their experience is both valuable and enjoyable • Placements occur in line with agreed Carrathool Shire approaches • Partnerships developed with educational institutions to facilitate placement opportunities 	<ul style="list-style-type: none"> • Promote work experience opportunities to schools within the shire. • Older/more experienced staff provide mentoring roles to share their knowledge. • Work experience placement is carried out in line with Council's policies and procedures.

Employee and Talent Development

Ensure that Carrathool Shire Council has the right mix of capabilities to ensure optimum service delivery. Development of individuals both within their role and for career opportunities is considered essential to our success. A focus on a welcoming and informative transition to Carrathool Shire Council, along with opportunities for employment and development in entry level roles is critical to ensure the sustainability of Carrathool Shire Councils workforce.

Key Area	Goal	Specific Outcomes	
Trainees & Apprentices	Recognise the value of entry level development positions in all Teams	<ul style="list-style-type: none"> • Identify opportunities for trainees/apprentices across Council • Develop/maintain relationships with key training providers • Foster a mentoring relationship between supervisors and employees • Support and encourage 	<ul style="list-style-type: none"> • Skills analysis targets intake of trainees and cadets. • Targeted intake of trainees occurs in those areas identified in the succession plans. • Council has developed and will maintain an excellent relationship with TAFE Riverina Institute & other

CARRATHOOL SHIRE COUNCIL WORKFORCE MANAGEMENT STRATEGY

		<p>networking – both internally and externally</p> <ul style="list-style-type: none"> Promote the benefits of Council's "Growing our Own" concept 	<p>key training providers resulting in the provision of flexible training options for employees.</p> <ul style="list-style-type: none"> Older/more experienced staff provide mentoring roles to share their knowledge. Council has cultured strong networks with other councils and external organisation most departments.
Employee Induction	New employees are embraced in an open and welcoming manner	<ul style="list-style-type: none"> Create a strong first impression of Carrathool Shire Council New employees instantly feel a part of Carrathool Shire Council All aspects of the work environment and role are clearly outlined Council's values and behaviours are re-enforced 	<ul style="list-style-type: none"> An effective and inclusive induction process is utilised to welcome and educate new staff. A position description and relevant safety information is provided to all new employees. An Employee Induction Handbook outlines Council's values and expected behaviours.
Succession Management	Key roles have succession plans in place	<ul style="list-style-type: none"> Critical roles are identified in each Department Likely successors are identified, confirmed and provided with tailored development opportunities High potential employees are valued, encouraged and promoted 	<ul style="list-style-type: none"> Workforce analysis is undertaken to identify critical roles Workforce analysis is undertaken to identify likely successors
Learning & Development	Employee development opportunities	<ul style="list-style-type: none"> Development Plans align to 	<ul style="list-style-type: none"> Training plan developed

CARRATHOOL SHIRE COUNCIL WORKFORCE MANAGEMENT STRATEGY

	are provided to all employees	<p>Carrathool Shire Councils agreed framework outlined in the Corporate Training Plan</p> <ul style="list-style-type: none"> • Training Programs are identified to allow employees to develop within their current role • Career development is encouraged and supported where suitability exists • Maintain up to date compliance related training programs 	<ul style="list-style-type: none"> • Annual review process incorporates individual training plans. • Succession planning has identified employees with the potential for career development and training plans are developed to support this. • Training plan and data base identifies compliance related training required and the time frames.
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Review, Reward and Recognition

Carrathool Shire Council's rewards and benefits packages will ensure that we are able to attract and retain the best available people, by allowing employees to not only receive a standard benefits package for being a part of our organisation, but also to have these enhanced as a result of their level of individual commitment and achievement. Regular reviews will provide our staff with ongoing feedback about their performance and also identify future opportunities.

Key Area	Goal	Specific Outcomes	
Employee Reviews	Regular Reviews recognise employee's capabilities and performance	<ul style="list-style-type: none"> • Annual skill assessments confirming employee skills and competencies • Annual Performance review identifying key achievements and commitment to Carrathool Shire Council • Supervisors provide open and ongoing feedback to employees • Employees are actively involved in these reviews 	<ul style="list-style-type: none"> • Skills are assessed and progression within the salary system will result. • Annual reviews conducted. • Training will be provided to aid and develop the review process to ensure it is a meaningful process. • Informal open and ongoing feedback is encouraged by all supervisors.

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Fixed Pay	Salary levels reflect role parameters and the broader market	<ul style="list-style-type: none"> • The evaluation of positions reflects a contemporary approach and market rates • Pay rates are regularly reviewed against industry benchmarks • Industrial relations requirements are met • Attraction & Retention incentives are applied where required 	<ul style="list-style-type: none"> • Position descriptions will undergo a review to ensure accurate reflection of role parameters and salary relativity is consistent. <p>Attraction and retention incentives are applied including:</p> <ul style="list-style-type: none"> ⇒ Salary packaging ⇒ Flexible work hours arrangements ⇒ Reward and recognition strategies ⇒ Training, development and tertiary study assistance review ⇒ Phased retirement and working from home.
Recognition Scheme	Commitment, loyalty and continued service to Carrathool Shire Council is recognised and valued	<ul style="list-style-type: none"> • Demonstration of values and guiding principles are recognised through on the spot rewards • Employees are recognised for sustained engagement and service through recognition of service milestones • The reasons for recognition awards are communicated by management 	<ul style="list-style-type: none"> • Service Awards – apply once 15 years service is achieved. • “Employee of the Month” recognition • Salary increases – award or senior executive service

CARRATHOOL SHIRE COUNCIL WORKFORCE MANAGEMENT STRATEGY

Workplace Relations

Maintain a commitment to open, transparent and productive working relationships, based on Carrathool Shire Council's Values and Guiding Principles. Two way communication, delivering on agreed commitments, valuing all contributions and recognising individual differences will be critical to Council's desired work environment.

Key Area	Goal	Specific Outcomes	
Work/Life Balance	Carrathool Shire Council supports varied work arrangements where there are mutual benefits	<ul style="list-style-type: none"> • Ensure flexible work approaches are fit for purpose, merit based and align with business requirements • Leave and other arrangements provide work/life balance for employees • Leaders support flexible work arrangements 	<ul style="list-style-type: none"> • Initiatives to address work life balance include: <ul style="list-style-type: none"> ⇒ Flexible hours arrangement ⇒ Job sharing ⇒ Purchased leave ⇒ Home based work ⇒ Family friendly/carer friendly workplace ⇒ Phased retirement ⇒ Employee wellness programs
EEO	A workplace free of discrimination/harassment/bullying	<ul style="list-style-type: none"> • Diversity is recognised and valued by all employees • EEO Management Plan is reviewed annually and identifies Councils commitment to EEO • Open and productive working relationships exist • EEO principles are embedded in our policies and workplace practices • Workplace issues are dealt with in an appropriate and timely manner 	<ul style="list-style-type: none"> • Council has a Bullying & Harassment Policy and provides regular training. • EEO Management Plan reviewed annually. • EEO principles are embedded in Councils policies, processes and practices. • Workplace issues are dealt with straight away as per Council's Grievance Policy and Procedure.
Employee Assistance	Professional and independent support	<ul style="list-style-type: none"> • Insight Services counsellors 	<ul style="list-style-type: none"> • Contract between Insight

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	is available for employees	<p>are available at all times for staff</p> <ul style="list-style-type: none"> • Confidential support is provided for workplace and personal issues • Workplace issues are identified and actions implemented 	<p>Services is current and kept up-to-date.</p> <ul style="list-style-type: none"> • Confidential support is provided and recommended where appropriate for workplace and personal issues.
Work Environment	A consistent, productive and positive work environment	<ul style="list-style-type: none"> • Code of Conduct and other policies are understood and demonstrated • Leaders address poor behaviour and standards promptly and strongly • Policies and procedures are applied consistently • All employees accept personal responsibility and accountability 	<ul style="list-style-type: none"> • Code of Conduct is communicated to all employees at induction • Council management at all levels address poor behaviour and standards in a timely manner relative to the expectations of Council's Code of Conduct. • Policies and procedures are reviewed and are applied consistently for all issues. • Employee's sign a declaration to acknowledge receipt of the Code of Conduct and other appropriate information relating to personal responsibility and accountability.

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Organisational Safety and Wellbeing

Carrathool Shire Council takes its responsibility for employee and public safety very seriously. Through the ongoing development of appropriate systems and frameworks, we will ensure that this responsibility is delivered on. The effective management of injured employees and a focus on proactive health initiatives is a critical element of maintaining a work environment with a focus on health and safety.

Key Area	Goal	Specific Outcomes	
Safe Work Environment	A workplace that is safe and healthy	<ul style="list-style-type: none"> • Employees are empowered to report and address OHS issues • Ensure that potential OHS issues are addressed as a matter of priority by leaders • Ensure that all employees are aware of their responsibilities • OHS systems are regularly reviewed in consultation with employees 	<ul style="list-style-type: none"> • Council staff are encouraged to identify and report all safety and health issues. • All identified OHS issues are addressed via an action plan sent to appropriate managers. • Employees responsibilities are clearly conveyed via Toolbox Talks, OHS Committee Meetings, Council's Safety First Newsletter. • OHS systems are reviewed annually or where appropriate.
Risk Management	Risk Management is an embedded business practice	<ul style="list-style-type: none"> • Risk Management is a key component of all Council activities • Business Continuity approaches exist for all Councils operations • Risk identification, assessment and control occurs in a consistent manner • Systems are regularly audited to ensure their effectiveness 	<ul style="list-style-type: none"> • Council has a Risk Management Plan, and Risk Management Policy adopted by Council. • Risk identification, assessment and control occurs in a consistent manner across all departments and areas. • Systems audited annually or where appropriate.

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Injury Management	Injured employees are returned to their pre-injury role	<ul style="list-style-type: none"> • Employees and leaders take responsibility for injury management and RTW • Workplace injuries will be managed in a positive manner • Work closely with our insurer to develop preventative strategies • Pro-active systems exist to support injured employees 	<ul style="list-style-type: none"> • Council has an Return to Work Policy. Management actively manages the RTW process and manages the process in positive manner. Early and meaningful RTW is encouraged. • Council works closely with StateCover to develop preventative strategies.
Employee Health & Wellbeing	A fit and healthy workforce	<ul style="list-style-type: none"> • Employees are encouraged to take responsibility for their health and wellbeing • Initiatives aimed at improving fitness and lifestyle are supported 	<ul style="list-style-type: none"> • Council encourages employees to take responsibility for their health and wellbeing through the Safety First Newsletter and dissemination of other relevant information pertaining to fitness and lifestyle. • Council offers several strategies for employees including: <ul style="list-style-type: none"> ⇒ Biennial audiometric screening ⇒ Skin cancer screening ⇒ Employee Assistance Program ⇒ Social Club

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Leadership and Culture

Carrathool Shire Councils leaders demonstrate the organisations values and principles and reinforce our employer brand and culture. Strong leadership, the desire and capability for continuous improvement and driving change are critical to ensuring a high performing and sustainable organisation.

Key Area	Goal	Specific Outcomes	
Strong Leadership	A strong and committed leadership approach	<ul style="list-style-type: none">• Effective leadership development programs and opportunities• Leaders are autonomous and accountable for their actions• Ensure that leaders display the desired values and principles• Leaders demonstrate a strong commitment to their own personal development	<ul style="list-style-type: none">• Council affords all managers with leadership development program opportunities. Training allocation is assigned.• Leaders undergo annual assessment with appropriate director/manager/general manager to ensure that leaders behaviour demonstrates the desired values and principles of Council.• Leaders attend appropriate personal development programs.
Organisational Culture	A positive, vibrant and responsive organisation	<ul style="list-style-type: none">• Our Values and Guiding Principles are the basis on which employees conduct themselves• Ensure that our practices and systems reflect the organisations culture• Employees are committed to the Carrathool Shire Council brand	<ul style="list-style-type: none">• Staff climate surveys are conducted at least annually to determine the overall organisational culture.• A solid performance management system ensures that employees are aware of Council's expectations.• Council employees are committed to the Council brand – it conveys a sense of pride and belonging

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Change Management	Employees actively participate in new initiatives and improved approaches	<ul style="list-style-type: none"> • Continuous improvement underpins our business approach • Innovation and knowledge sharing are highly valued • Leaders create a sense of direction and empower their staff 	<ul style="list-style-type: none"> • Council continually strives to incorporate best practice into its business approach. • Employees are consulted regularly on improved approaches whether it is the purchase of plant or the change in a Council process.
Employee Engagement	A workforce that is engaged and empowered	<ul style="list-style-type: none"> • Two way communication and feedback occurs with all employees • Consultation and inclusive decision making are encouraged • Cross organisational working relationships and opportunities are fostered • Mutual trust and respect is demonstrated by all leaders 	<ul style="list-style-type: none"> • Annual staff reviews afford the opportunity for two way communication. • Toolbox talk meetings • Consultative committee meeting held quarterly • OHS Committee meeting held quarterly. • Annual staff meeting held. • Departmental staff sharing occurs regularly within Council on a needs basis. • Council leaders conduct themselves in a professional and ethically manner at all times.