



**Greater Hume Shire**  
simply greater



# Greater Hume 2017-2021 **Workforce Management Plan**



## Introduction

In today's world the makeup of the workforce of organisations in both the public and private sectors has taken on greater importance. It requires greater attention and planning to achieve the necessary and appropriate knowledge and skills to ensure the delivery of efficient and effective quality services. Organisations must now plan to shape their workforce recognising the current and future organisation goals, objectives and direction.

Effective workforce planning ensures that we have the ability to provide an appropriately skilled workforce to meet the future changes and challenges presented to Greater Hume Shire Council.

## What is Workforce Planning?

Workforce planning is a continuous improvement process of shaping the workforce to ensure that it is capable of delivering objectives of Council's operational and delivery plan now and in the future. It is a crucial element in planning how to get the organisation from where it is now to where it needs to be in the future. It is the process to ensure there are sufficient people to carry out the organisation's purpose and the objective is often stated as 'the right people with the right skills in the right place at the right time'.

Council must have policies, a process and implementation plan to allow it to be adept at anticipating, preparing and responding to the changing needs of our community ensuring we have adequate and appropriately skilled staff employed in the most cost effective and efficient way.

## Benefits of Workforce Planning

There is no single approach or common model when it comes to workforce planning. It is the intention that this plan shall not be complicated in its delivery but will an analysis of current staff, turnover and identify key workforce risks both now and in the immediate future.

The implementation of this plan will deliver a number of benefits to the organisation such as:

- A strategic response to change, as the organisation and managers can recognise emerging challenges in the market, workforce and Local Government
- Strengthens the organisation's capability to support the achievement of sections outputs now and in the future
- Improve efficiency, effectiveness and productivity (employees possess the right skills and these skills fit the position held)
- Facilitate strategic staffing and planning for future workforce requirements (will assist to identify staffing needs in a timely manner, monitor attrition and ensure replacements are available to fill key vacancies)
- Identify and reduce potential skills shortages early
- Assist with the identification and management of people with the knowledge critical for effective and efficient business operations, and the organisation's management of knowledge and maintenance of corporate memory ensuring staff required to meet future needs are being recruited or developed or retained
- Reduced costs through attraction of appropriate staff
- Targeted remuneration policies and conditions of employment
- The provision of a mechanism for recognising staffing costs and savings directly linking correcting skill imbalances and expenditure of personnel against organisational outputs and outcomes
- Improved identification of staff development needs
- Increased job satisfaction and retention of employees
- New or emerging job roles can be planned for through specific recruitment or training initiatives

Ensures an understanding of the organisation's workforce profile, hence Employee Services initiatives, strategies and policies are consistent with and complementary to Strategic and Management plans and are aligned with maximising the capacity of the existing workforce and shaping the desired workforce.

# Live a Greater Life Community Strategic Plan 2017 - 2030

One of the goals is to deliver sustainable services and assets to support the community through the Strategic Plan 2017 - 2030.

This includes managing our staff and resources efficiently and effectively at minimal cost and Workforce Planning is one of the ways to achieve this by reviewing the current organisation, developing the current workforce and identifying the future workforce needs.

Greater Hume's Workforce Plan (WFP) is a strategic approach to managing its workforce needs for the next 4 years. The Workforce Plan extends current employee policies and procedures and should be read in conjunction with these and other conditions outlined in the current Local Government (State) Award.

The WFP has been developed by analysing data both internal and external including the Community Strategic Plan and is broadly outlined in the following steps.

To identify the likely strategic direction of the organisation and emerging trends and developing scenarios for future activity in accordance with sector/organisation strategic plans.

The key goals identified in the Community Strategic plan are:

- Succession of volunteers to enable our “can do attitude” and care of the community to continue
- Enhance the opportunities for volunteering groups to receive maximum funding possible
- To improve leadership capability within the Shire
- To manage the risk of water security and changing climate
- Increase the life education that our younger people receive
- The provision of physical access to services and facilitate for those less mobile within the community
- Provide the supporting infrastructure, facilities and services to attract businesses and new employees
- To provide appropriate training and mentoring for our Shire's workforce

- Ensure the Shire has an informed, committed and enthused agricultural community.
- Involves data gathering, analysis and forecasting: Council's current workforce profiles and potential or critical gaps; and estimating the demand for number and type of employees or each scenario (how many and what sort of people will we need?)
- Involves forecasting: supply of staff on the basis of internal and external workforce data and issues in recruitment and the workforce issues generally within Local Government and anticipated impact
- Involves the development of strategies to bridge any demand/supply gaps between ‘need’ and ‘have’ through internal training and development and external means
- Is the implementation of strategies and the execution of the specific programs and projects required to apply these to the operational management activities of the organisation whilst ensuring they are integrated into the broader Employee Services planning policies
- Monitoring and Evaluation is conducted on an annual basis to determine the effectiveness, efficiency and appropriateness of the workforce planning strategies and activities. This will provide input into the future direction, changes that are necessary for the next Workforce Plan.

## New South Wales/Australia Context

The concern over the past few years has been the looming shift to an ageing workforce and skills shortage in specific fields in Local Government not to mention the wider workforce. Due to the diverse range of services delivered by and specialised roles within Local Government these shortages may have a significant impact on our industry, and ability to respond to community needs and interests.

There are several aspects and recent events to consider when looking at the future of recruitment in Australia.

These include the following:

- The '**sandwich effect**' – 40-55 year old category caring for their own children or grandchildren as well as caring for parents.
- The **shrinking future workforce**, the over 65 age group will grow from 8% in the 70's to 20% in the next 10 years.
- Aged pension increased to 67 may lead to an **older workforce**

## The ‘sandwich effect’

Australian family needs are rapidly changing. Women are remaining in the workforce in increasing numbers and more men are becoming involved with the responsibility and care of their children. Organisations are meeting expectations of parenting which have changed with social pressure towards child centred parenting and a growing concern about the future burden of caring for Australia’s ageing population.

The shift to an ageing population places new pressures on Australian families to bear the burden of doing the work of caring for family members whilst at the same time performing paid work.

## Shrinking Future Workforce

Generation X 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. Generation X & Y are not interested in traditional work models, and as the workforce is shrinking, they can afford to be choosy.

## Impact on Local Government

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 if employees want to retire over a shorter period of time, as their skills will be difficult to replace.

## Greater Hume Shire

Greater Hume Shire has the ‘best of both worlds’. The population has access to city services and facilities whilst living in a serene country environment.

In a workforce planning perspective there are a number of challenges. Many residents throughout the Shire commute to work in Albury and on a smaller scale Wagga but there is a much lower percentage of employees and future employees that are prepared to commute from the major regional centres to work in rural locations.

Growth in rural areas as shown in the graph below of the census area is limited and the attraction of new business and industry is major challenge.

## Greater Hume Census Population Figures

		2010	2011	2012	2013	2014
ESTIMATED RESIDENT POPULATION - as at 30 June						
Population by sex						
Males	no.	5,120	5,117	5,124	5,134	5,151
Females	no.	4,940	4,995	5,016	5,041	5,107
Persons	no.	10,060	10,072	10,140	10,175	10,258
Population by Age Group						
Persons - 0 to 14 years	%	21.2	21.0	21.0	20.7	20.6
Persons - 15 years to 24 years	%	11.4	11.3	11.1	11.4	11.6
Persons - 25 years to 34 years	%	8.9	8.9	8.9	8.9	9.1
Persons - 35 years to 44 years	%	11.9	11.7	11.4	11.2	10.8
Persons - 45 years to 54 years	%	14.9	14.9	14.6	14.3	14.1
Persons - 55 years to 64 years	%	14.7	14.7	14.9	15.1	15.1
Persons - 65 years to 74 years	%	9.8	10.2	10.7	10.8	10.8
Persons - 75 years to 84 years	%	5.1	5.1	5.2	5.2	5.4
Persons - 85 years and over	%	2.0	2.1	2.2	2.4	2.6

Source:

National Regional Profile: Greater Hume Shire (A) (Local Government Area) Latest ISSUE Released at 11:30 AM (CANBERRA TIME) 30 June 2016 CLASSIFICATIONS CODE: LGA13370

## Competitors

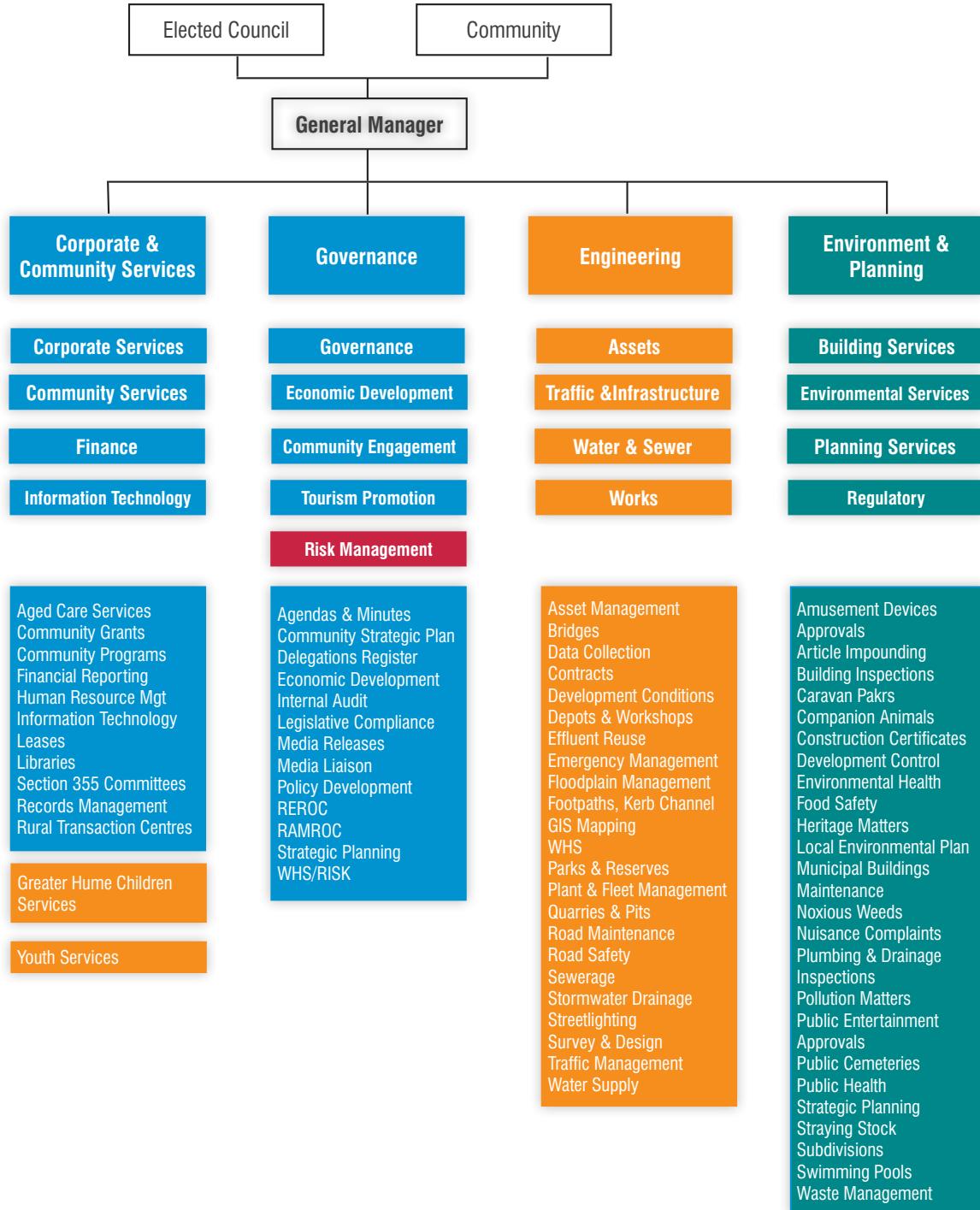
Greater Hume Shire faces a particular challenge being a rural shire in close proximity to Albury/Wodonga and on lesser scale Wagga Wagga.

This is compounded by the surrounding and competing councils also seeking staff with skills in similar positions and in particular hard to recruit areas such as Asset Management and Environment & Planning. Local Government is not openly seen as an employer of choice especially within the Generation Y group. In the Community Service field, while this is a major growth area in Council, the growth is evident throughout the market and Council is competing with well established providers that specialise in this area.

The majority of the Community Service programs are funded and positions are offered on a contract basis which can be unattractive to future employees looking for long term employment opportunities.

## Organisation Structure

Greater Hume's structure as shown here operates with three clear departments being Corporate & Community Services, Engineering & Environment & Planning (and Governance). The General Manager and Directors make up the Management Executive (MANEX).



## Current Workforce

The overall staffing profile for Greater Hume Shire is a total of 188 staff as outlined below:

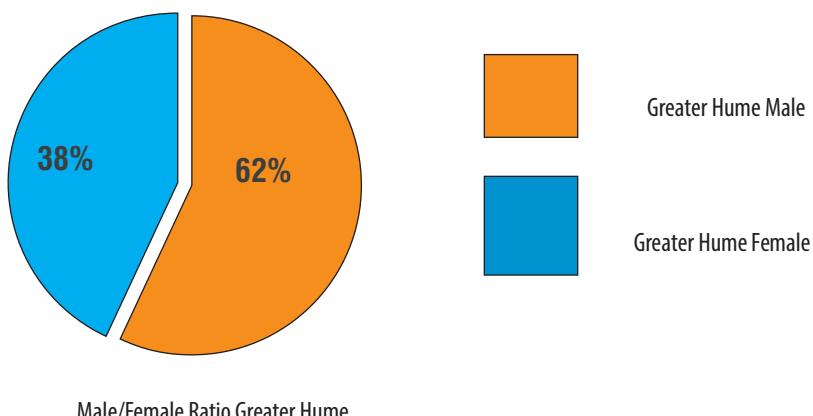
Full Time	89	Permanent Part Time	26	Casual	14
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(Staffing figures as at 1 February 2012)

## Gender

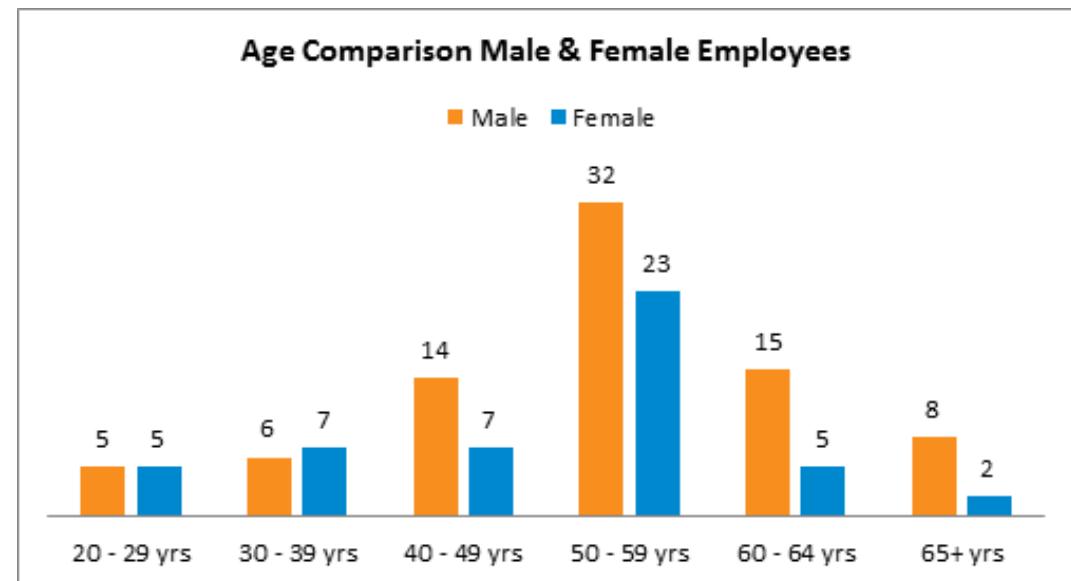
Greater Hume has a higher percentage of males in the overall workforce and depending on the department the percentage will alter respectively eg Engineering has a higher male percentage and Corporate & Community Services has a high female percentage. With 24% of our female staff being PPT/Casual there is a good indication of work/life balance employment conditions throughout Greater Hume, but there are still areas for improvement. One area to be addressed in this WFP is the female percentage in senior positions. Currently there is only one female at the management level.

## Staff - Male/Female Ratio as at 6 March 2017



## Age

The age representation of Greater Hume is noticeably higher with 42% of Council's employees between the 50 to 59 years age bracket. It is highly expected that 7% of Council's workforce may retire within the next 5 years and possibly further 15% over the next 15 years.



## Recruitment & Retention

Approximately 55% of Greater Hume's employees have 10 years service or less, with 26% having been with the organisation for less than 5 years. These figures are slightly above the modern trend but considerations such as amalgamation and the subsequent restructures of departments have a significant influence.

## Current Structure By Job Categories

The initial analysis consisted of a basic categorisation of our existing staff structure and then including male and female. The staff were categorised into groups to identify areas of greater risk and any future training and development needs.

The groups comprise:

- Unskilled staff (little or no formal qualifications)
- Skilled staff (staff with specific expertise and qualifications but not trade certificates)
- Trade qualified
- Administration positions
- Semi-professional (staff with some qualifications)
- Professional
- Coordinators
- Managers

## Key Organisational Challenges

Greater Hume will face a number of challenges both now and into the future. The diversity of our organisation, location and the expectations of the community of Greater Hume Shire highlighted in our recently completed draft Community Strategic Plan will feature extensively in these challenges. Some of the key issues are:

1. Regional location
2. Ageing workforce
3. Skill shortages in specific areas
4. Effective leadership development
5. Financial sustainability
6. Environmental sustainability responsibilities
7. Technology
8. Succession planning
9. Being seen as an employer of choice
10. Legislative requirements
11. Employee development

Not all these challenges will be addressed solely in this Workforce Plan. This Workforce plan will compliment Council's Community Strategic Plan, Asset Management Plan and Financial Plan by developing a workforce that is suitably skilled, professional and sustainable.

## Directors Input

Directors within the organisation are in the best position to assess their organisational and related workforce needs, and therefore have overall responsibility for providing input into workforce planning within their Department and in assisting in the overall process of workforce planning which is coordinated by Human Resources.

Director's focus on the principal issues relating to their field of expertise, such as service delivery changes, proposed legislative and technological changes or restructures or changes in skill requirements within their department.

To achieve this, Directors were asked for their comments in MANEX and these comments are reflected in the strategies below or in their own internal decision making on workforce issues.

## Strategies and Action Plan

Given the information outlined above Greater Hume Shire Council is in a similar situation to many employers which is an ageing workforce. While Council is not facing a skill shortage in the immediate future, it will still need to compete with other councils in respect of conditions of employment especially in niche areas such as Asset Management. This highlights the needs for Council to be proactive in implementing a range of attractive and desired employment conditions. These include initiatives to facilitate the working careers of women, carers and the older workers. Council's Community Strategic Plan presents Council with a number of challenges in a range of areas including a workforce planning perspective.

The following pages outlines the strategies - i.e. current and recommended actions, responsibility and timeframe for each objective.

## Critical Positions

A critical position is one that, if it were vacant even for a short period of time, would have a significant impact on Council's ability to conduct normal business or hinder vital functions. These positions may be managerial, technical or support in nature.

Council has identified several critical positions that have the potential to be impact on operations ie financial, business processes and functions, during times of absence or retirement.

Focusing on strategies to develop employees by supporting retention and transfer of skills and knowledge to existing employees will be key to reducing Council's exposure and minimising the impact on Council's operations.

Some of the key positions already identified as critical at Greater Hume Shire Council are:

- Information Technology Coordinator
- GIS Officer
- Records Officer
- Approvals Coordinator
- Finance Officer – Rates
- Purchasing Officer

## Trainee Programs

Council aims to increase youth employment and support the commitment by employing young people and to build a workforce of skilled and qualified young people who are trained in accordance with local government requirements.

Council has identified areas within the organisation that would benefit from the recruitment of trainees and apprentices, not only at an administrative level, but to incorporate trainees for positions within the operational teams of Council.

Greater Hume has actively undertaken recruitment of trainees and apprentices over the last 4 years and will continue on a biennial basis.

## Employee Performance Appraisals

Employees of Greater Hume Shire Council participate in an annual Performance Appraisal which is based on traditional performance ratings however, it is felt that this traditional process is becoming less effective for supervisors and staff alike.

Council recognises that appraisals conducted more frequently and in a less formal manner may have positive implications for both Council and the employee. Regular performance feedback provided to employees may alleviate any unexpected or surprising comments that would be identified in an annual appraisal.

Ideally Council needs to adopt and successfully implement a simple alternative that removes ranking, reduces the time managers are spending on appraisals, minimise paperwork and

successfully resolve performance issues as they arise and will increase the engagement, productivity and the performance of staff.

## Workforce Diversity

Does Councils workforce reflect the diversity of our community?

Given the growing diversity of the Greater Hume Shire region and as an employer of choice it is important for Council to investigate the diversity of our workplace and to ensure that it is reflective of the wider Greater Hume Shire community.

Improving the diversity of Councils workforce will require the identification of under represented groups within our area, including Aboriginal and/or Torres Strait Islander people (Aboriginal people); people whose first language was not English and members of racial, ethnic and ethno religious minority groups; and people with a disability. Other characteristics of our workforce which need to reflect our community includes age diversity, gender balance in non-traditional roles as well as changing family responsibilities, marital status, sexual orientation, educational level, life experience and socio-economic background.

Recruiting staff from under represented groups is a key step towards improving workforce diversity, but sustainable retention of these staff will depend on effective career/professional development, mentoring and network support, participation in decision making and succession planning.

Objective	Recommended Actions	Responsible Officer	Time Frame
<b>1. Develop HR Management Systems and structures that assist Council to better meet the needs of the organisation and its key stakeholders.</b>	<p>1.1 Develop and implement systems for workforce planning which include:</p> <ul style="list-style-type: none"> <li>• identification of critical/core positions and replacement timeframes</li> <li>• formal succession plans</li> <li>• predicted training requirements</li> <li>• predicted replacement/recruitment plans.</li> </ul>	MCS	30 June 2018
	1.2 Provide support to managers to enable them to identify and address strategic staffing needs, taking into account ageing workforce demographics, to ensure business continuity and organisational goals are met.	MCS	1 July 2017 & ongoing
	1.3 Implement systems to ensure our ageing and diverse workforce transfer their skills and knowledge to others in the organisation through the development of a mentoring program.	MCS/ Supervisor	30 June 2019
	1.4 Develop and implement strategies to address succession planning for identified critical positions.	DCCS/MCS	30 June 2020
<b>2. Engage and align the workforce with Council's mission, vision and values.</b>	2.1 Promote Council's values.	MANEX/All staff	Ongoing
	2.2 Maintain mission, vision and value themes in induction and ongoing training for all staff.	Risk-WHS Coordinator	31 Dec 2017 & ongoing
	2.3 Incorporate reference to Council values and behaviours in performance agreement.	MCS	30 June 2020
	2.4 Include reference to mission, vision and values in dealings with suppliers and partners (MOU's, RFP's, contracts)	MANEX	30 June 2018 & ongoing
<b>3. Enhance Council's recruitment and selection through provision of practical resources, guidance, and personnel systems.</b>	3.1 Review and develop existing recruitment and selection policies, and procedures to ensure our processes meet current best practice and the requirements of EEO legislation.	DCCS/MCS	Ongoing
	3.2 Develop a competency based recruitment process for outdoor staff.	DCCS/MCC	30 June 2018
<b>4. Establish learning and development systems that equip all staff for their respective roles by achieving measurable results, behaviours, learnings, and reactions.</b>	4.1 Develop and implement revised employee appraisal and recognition process.	DCCS/MCS	31 Dec 2018

Objective	Recommended Actions	Responsible Officer	Time Frame
<b>5. Establish innovative HR practices responsive to workers' needs and providing competitive employment conditions.</b>	5.1 Conduct an internal employee opinion survey to seek feedback from staff. Manex/MCS	MANEX/ MCS	30 June 2019
<b>6. Family friendly conditions of employment to remain attractive to all segments of the labour market and retain existing high quality employees.</b>	6.1 Where practicable offer flexible working arrangements.	MANEX/ MCS	Ongoing
<b>7. Policies that encourage continuous learning and development opportunities for staff</b>	7.1 Encourage staff to act in higher level positions as opportunities arise.	All supervi- sors	Ongoing
	7.2 Encourage the utilisation of Council's education assistance policy.	All supervi- sors	Ongoing
<b>8. Promote Council as preferred employer</b>	8.1 Ensure Council's conditions of employment are maintained to meet market expectations in rural areas.	DCCS/MCS	Ongoing
	8.2 Remain abreast of current issues affecting prospective employees and about appropriate policies required.	DCCS/MCS	Ongoing
<b>9. Workplace diversity.</b>	9.1 Continued implementation of Council's EEO Management Plan.	DCCS/MCS	31 Dec 2018 & ongoing
	9.2 Undertake Community Survey to ascertain that Councils Workforce is reflective of the diversity of the Greater Hume Shire region.	MANEX/ MCS	30 June 2019
	9.3 Review positions as they become vacant and determine if suitable redesign for part time employment or other flexible work arrangements to suit women, mature workforce, or people with a disability.	DCCS/MCS	Ongoing
<b>10. Code of Conduct</b>	10.1 Code of Conduct and other policies are understood and demonstrated	DCCS/MCS	Ongoing
	10.2 Leaders address poor behaviour and standards promptly and strongly	MANEX/ Supervisors	Ongoing
	10.3 All employees accept personal responsibility and accountability	All employees	Ongoing
<b>11. Ageing Workforce and Recruitment of Younger Workers</b>	11.1 Investigate a Phased Retirement Policy which looks at a range of flexible work options to staff approaching retirement.	DCCS/MCS	30 June 2021
	11.2 Strengthen links with local high schools, universities and TAFE colleges thereby promoting a career with Council.	DCCS/MCS	Ongoing

Objective	Recommended Actions	Responsible Officer	Time Frame
	11.3 Recruitment of Trainees and Apprentices on a biennial cycle to maintain a minimum of four trainees/apprentices.	DCCS/MCS	Ongoing
<b>12. Safe Work Environment</b>	12.1 Development of WH&S system available to all staff through intranet.	Risk/WHS Coordinator	30 June 2018
	12.2 Regular WH&S refresher training programs on staff training program	Risk/WHS Coordinator	Ongoing
	12.3 Management support and encourage initiatives aimed at improving fitness and lifestyle.	Manex/ MCS/ Risk-WH&S Coordinator	Ongoing

## To Find Out More Information

Council has developed a number of policies in relation to the human resources functions of Greater Hume Shire Council. Many of these policies are available to view on Council's website [www.greaterhume.nsw.gov.au](http://www.greaterhume.nsw.gov.au).

Council has developed a Residents' Handbook and a Community Directory. These documents are available to view on Council's web site listed above.

Should you have any further questions please direct your enquiry to:

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