

**BEGA VALLEY SHIRE
COUNCIL**

**Workforce Strategy
2009 to 2014**

PROCEDURE 1.2.1(au)

July 2009



Bega Valley Shire Council

Zingel Place

PO Box 492

Bega NSW 2550

Phone (02) 6499 2222

Fax (02) 6499 2200

council@begavalley.nsw.gov.au

www.begavalley.nsw.gov.au

Workforce Strategy 2009 to 2014

July 2009

Contents

Workforce Strategy objectives	1
National employment trends	2
<hr/>	
Shrinking future workforce	2
Ageing workforce	2
Generational diversity	5
Skills shortage.....	11
The “sandwich” effect/ carers’ responsibilities	13
Other local employment issues	14
<hr/>	
Migration trends	14
Office and depot accommodation	14
Pay structure.....	15
Employee turnover.....	16
Employee Leave Entitlements (ELE).....	17
Financial strategy.....	19
Employee satisfaction survey	19
Strategies to address workforce trends	21
Workforce Plan implementation timeframe	32
Funding summary	37
Conclusion	39
<hr/>	

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 organisation's 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 Bega Valley Shire Council workforce plan 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 impact 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 employment trends:

- ▶▶ Shrinking future workforce
- ▶▶ Ageing workforce
- ▶▶ Generational diversity
- ▶▶ Skills shortage
- ▶▶ Carer responsibilities

A number of local employment issues are also considered in the strategy.

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. It is a recognised initiative within Council's overall management plan and forms part of the resourcing strategy under the integrated planning requirements.

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 strategy 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 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.

The growth in population of working age is shown in the following graph:



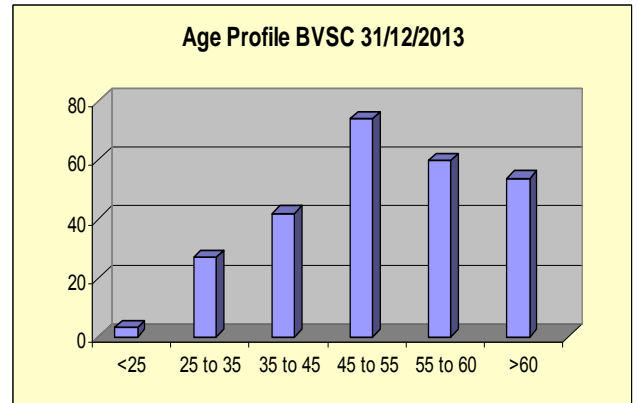
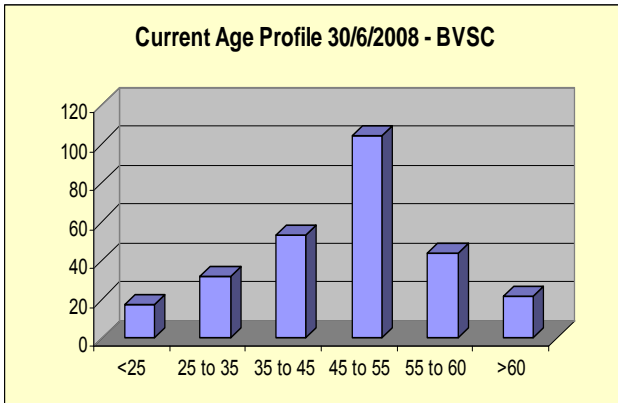
Ageing workforce

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.

The recent change in legislation that extends the pensionable retirement age to 67 in 2023 will have national impacts but it is not considered that it will significantly change retirement patterns for BVSC employees. The current average retirement age (over the past 3 years) is nearly 61 years of age.



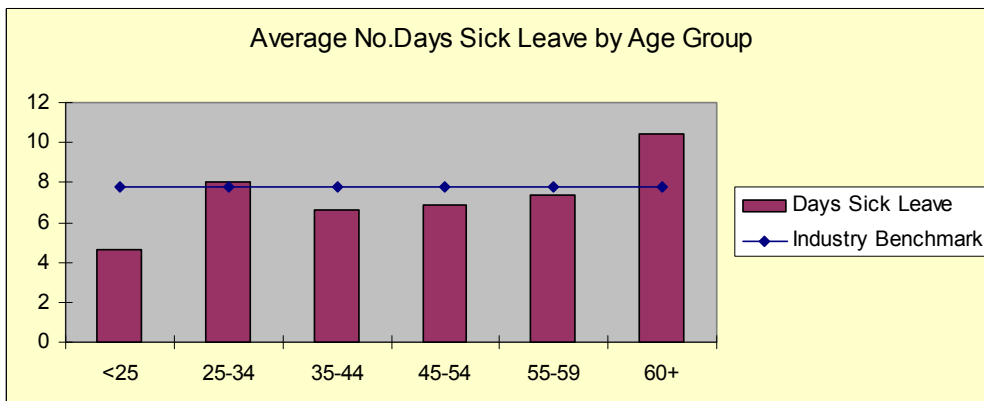
The graphs above show that at 30 June 2008, 24% of Council’s workforce is 55 or older. In just over 4 years’ time, this figure will increase to 44%.

A number of areas will need to consider succession planning in the short to medium term and these include human resources, records, library, information technology, weeds, engineering asset and design, engineering water and sewer and technical services.

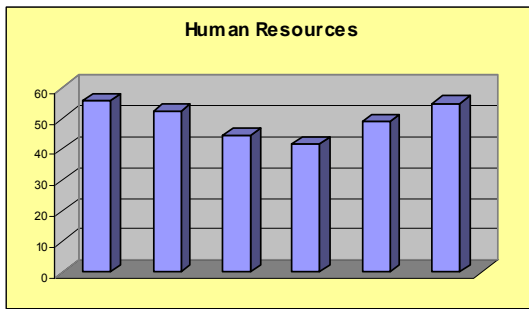
21 employees have retired during the past 3 years with the average age being 60.8 years.

Council aims to become an employer of choice whilst retaining the skills and extensive experience of its older workers.

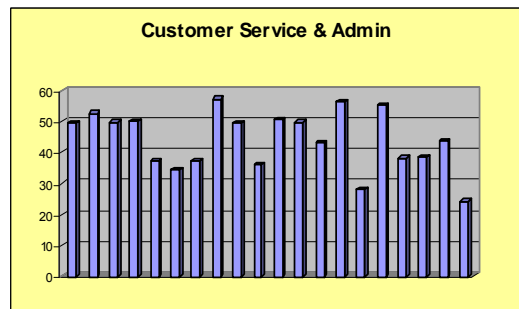
The ageing of the workforce also presents other challenges particularly in relation to health. An analysis of sick leave taken over the 2007/2008 financial year indicates a significant increase in sick leave taken in the higher age groups.



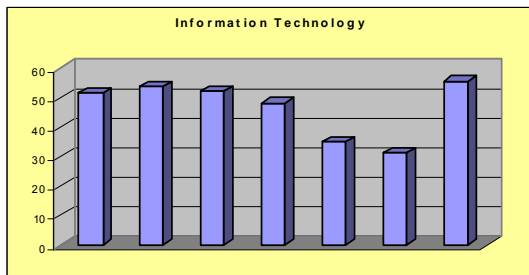
Age profiles by Section:



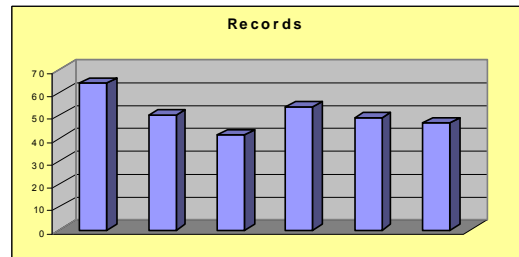
Average age: 49.88 | Median age: 50.82



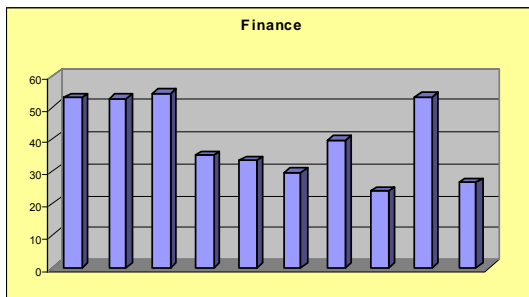
Average age: 43.99 | Median age: 46.42



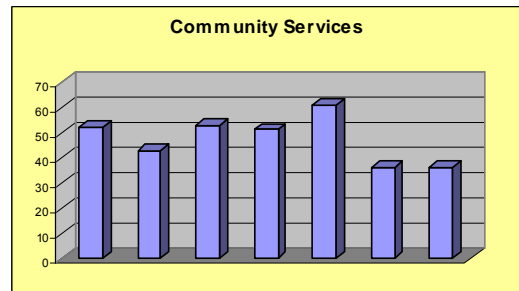
Average age: 46.93 | Median age: 51.72



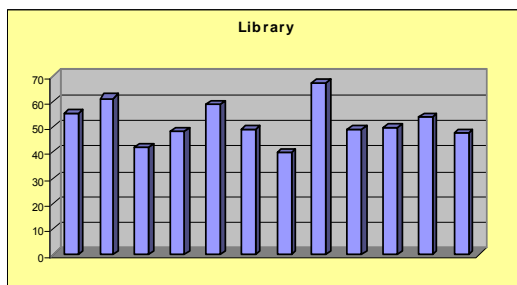
Average age: 50.75 | Median age: 49.66



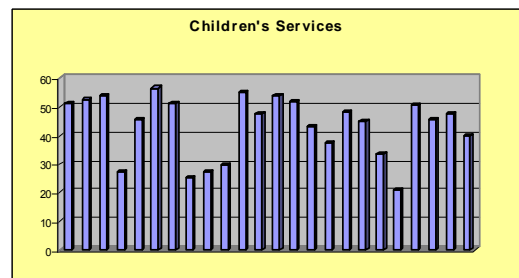
Average age: 40.22 | Median age: 37.40



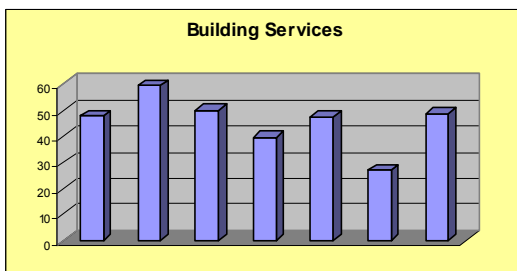
Average age: 47.75 | Median age: 51.47



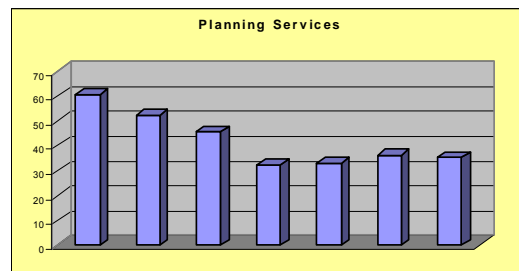
Average age: 51.78 | Median age: 49.15



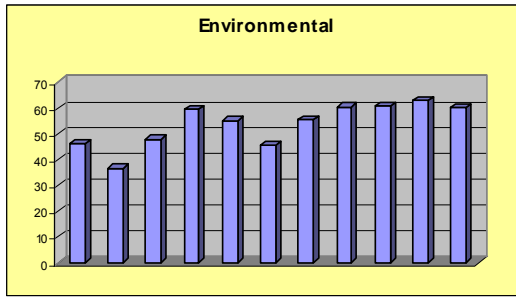
Average age: 43.38 | Median age: 46.48



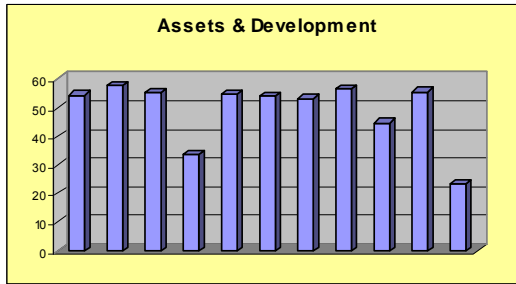
Average age: 45.84 | Median age: 47.84



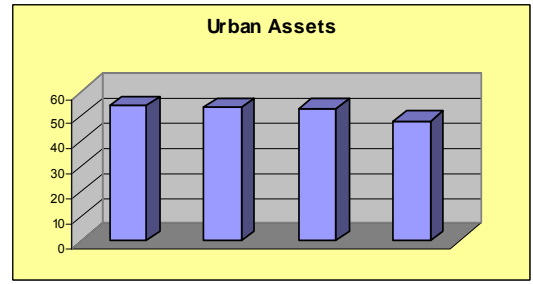
Average age: 42.23 | Median age: 36.30



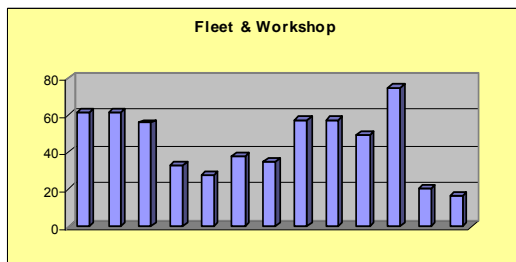
Average age: 53.78 | Median age: 55.41



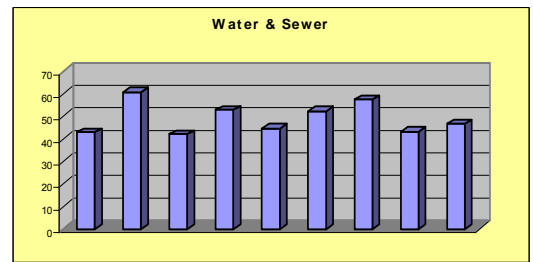
Average age: 49.39 | Median age: 54.55



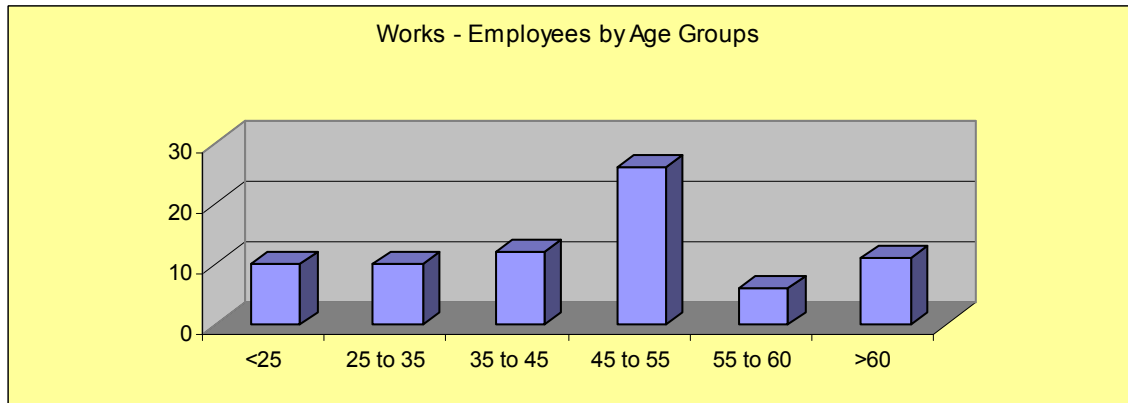
Average age: 52.21 | Median age: 53.35



Average age: 45.19 | Median age: 49.13



Average age: 49.01 | Median age: 46.39



Average age: 44.17 | Median age: 46.40

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.

Baby Boomers

The mantra when managing employees from the Baby Boomer generation is respect. Acknowledge and respect the experience and knowledge of this generation, recognise the quality of the work they produce, and appreciate the hours they put in and the loyalty they demonstrate.

Baby Boomers are motivated by individuality and achievement and respond to a management style which is cooperative, competency based, and leads by example. Their decisions are based largely on the information provided by experts, so providing Baby Boomer employees with the proof and tools to enable them to make their own decisions in an informed way, is a big part of achieving “buy-in”.

It is critical for employers not to give up on the Boomer generation, and with the focus on those entering the workforce in Generation Y at the top of mind for many managers, Boomers are the generation who have the greatest likelihood over being overlooked.

Generation X

The X generation have a strong focus on investing in their own development, and workplaces need to cater for this by involving them in projects, giving them constructive feedback, coaching and mentoring and managing them by results and output, not process. Creativity and innovation are important to this generation and they have a lot of ideas in this regard which can be harnessed by employers.

Work/life balance is very important to Generation X and they a key strategy in retaining employees in this generation is providing flexibility – they need time to have fun and pursue their out-of-work interests – or you’ll lose them. However, they are committed to adding value to the organisation they work for, and this commitment should be publicly recognised and rewarded in order to keep them motivated.

Generation X in the workforce is an inclusive generation – sharing information with them is very important. They value honesty and truth, equality and ethics, a trait shared with Generation Y.

Generation Y

To get the most out of Generation Y employees, employers need to provide constant stimulation and the opportunity to develop their skills; because if it is not offered, they'll simply find another employer who will – retention is one of the biggest issues faced by major employers of Generation Y.

In making a decision on accepting a job, Generation Y will put the corporate culture of the organisation under the microscope. This is the generation to whom employers should pitch corporate citizenship and employee benefits messages. Generation Y are title conscious and want to work in meaningful jobs – rethinking the way job descriptions are structured may be necessary. Having said this, unlike the preceding generations, Generation Y is not defined by their job.

Generation Y's like to know how they fit into the greater scheme of things in the workplace, and this is to do with their desire for self-improvement. Give them the full picture on how things fit together, and share as much information as you are able to – just like Gen X, they'll be more engaged if they feel more informed.

Mentoring programmes with senior staff work well, as does providing the opportunity for them to develop social relationships with their colleagues – for this generation, the decision-making reference is their peers, rather than their managers. Give them inspiring leadership, access to training, the opportunity to contribute meaningfully, and reward them publicly.

Generation Y will have up to five careers and more than 20 employers. If they are happy in a job they may stay for two years. Generation Y women expect greater workforce flexibility and expect partners to share equally on the domestic front. Many are from homes where parents are divorced and many want to marry and have their first child while in their 20s. Generation Y fathers want to be hands on parents.

Work / family life balance is an increasingly critical factor in attraction and retention of these people. They can afford to be selective as a result of the shrinking workforce.

Generation Z

Although Generation Z will not have a significant impact during this workforce strategy period, they will certainly be a major factor in the development of a subsequent plan.

Who are generation Z?

Generation Z are those people born from late 1991 to the end of 2006. They are the next generation after Generation Y (today's teenagers and early twenties). They are largely the children of Generation X. They are in their childhood although at the oldest edge they are approaching their teenage years. They are today's children and students, and tomorrow's employees and leaders. They are the world's first 21st Century generation - the digital natives, the dot com kids, Generation Media.

They are today's emerging generation who resemble children of any era past, yet they personify our future.

What defines generation Z?

Generation Z are demographically distinct from every previous generation. They are numerically the smallest of any other living generation and they were born the year Australia's annual births dropped below 300,000.

They were born in an era where the total number of births per woman fell below 2. They were born into smaller families and they have the fewest siblings of any era. They were born to older mums - whose median age is now approximately 33.

Generation Z will live longer than any generation in history: as of 2005, the life expectancy at age birth is 78.5 years for males and 83.3 years for females. They have the lowest infant mortality rate ever: just 5 deaths per 1,000 babies, compared to two to three times that rate in 1974.

They are the most formally educated generation in history - starting education younger than ever, and projected to stay in education for longer than ever.

As a generation they are the most financially endowed generation in history. They are the most technologically literate generation of children ever.

As the children of older, wealthier parents with fewer siblings and more entertainment and technological options it is likely that they will be the most materially supplied generation of children ever. They are the most technologically and socially empowered generation ever. In this era of YouTube, My Space and User Generated Content it is fitting that Time Magazine's Person of the Year for 2006 was ... YOU!

Why is generation Z unique?

Generation Z are differentiated from any generation by 3 factors: age & lifestage (ontological factors), times & technology (sociological factors), and events & experiences (historical factors).

Age: they are the youngest generation but are being parented by older parents (the median age of mother at birth of first child is approaching 31) and taught by older teachers (the median age of a school teacher is 42) than ever before.

Lifestage: they are the up-ageing generation. They are growing up faster. They are in education earlier. They are being exposed to marketing younger.

Times & Technology: this internet-savvy, technologically literate generation have been shaped to multi-task. They move quickly from one task to another placing more value on speed than accuracy.

They have only known this wireless, hyperlinked, user-generated world where they are always only a few clicks from any piece of knowledge. Welcome to the open-book world of Generation Z.

Events & Experiences: While today they are not in the workforce, within a decade they will comprise 10% of the workforce. They will be entering the workforce in an era of declining supply: more people exiting the workforce than entering it. And so for Gen Z the skills shortages, the ageing population and the global demand for labour will continue to empower them.

Organisations

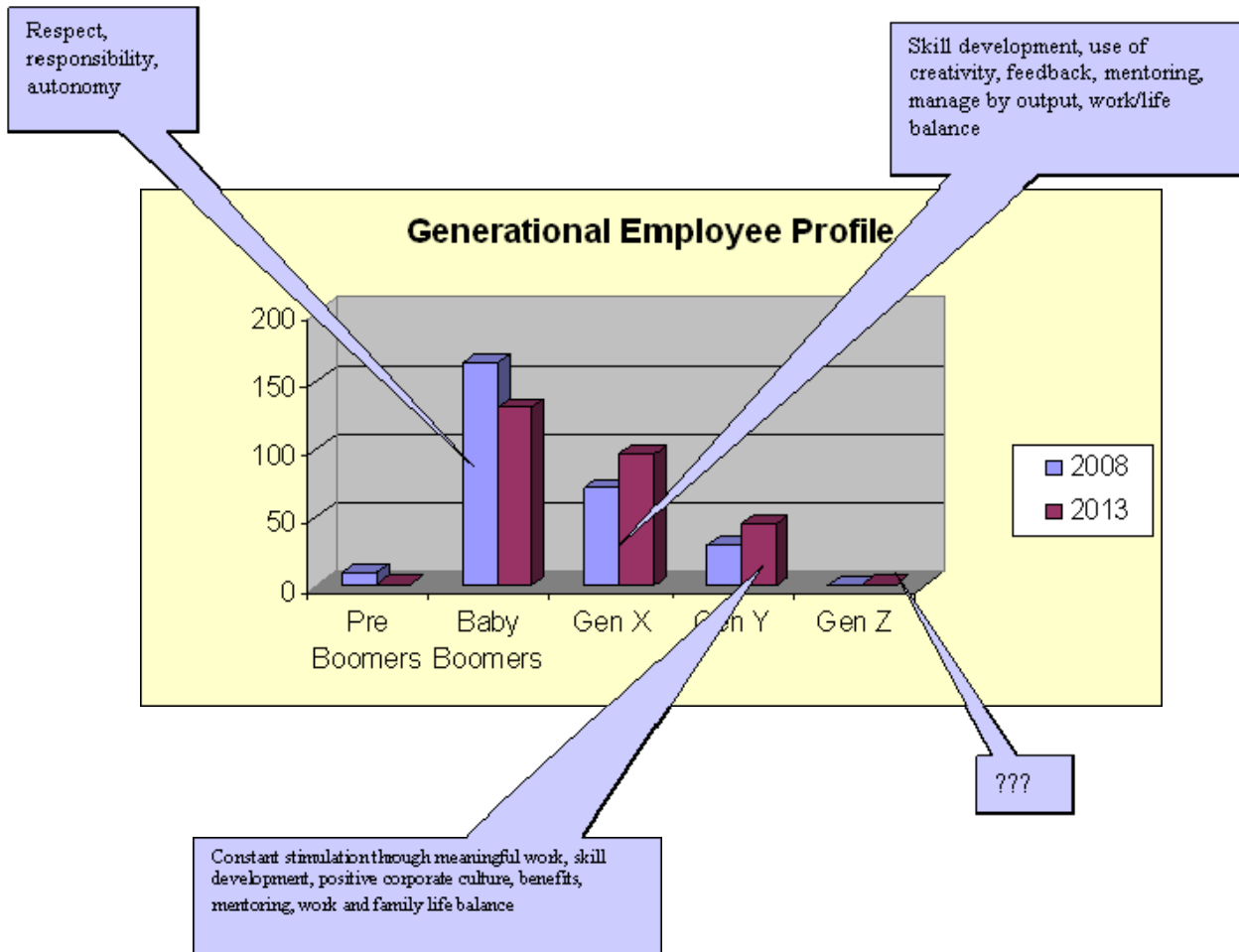
When it comes to communicating with today's young people and marketing to the next generation, a research-based understanding of Generation Z is key. However, the Gen Z's represent more than today's "kidfluencers" and tomorrow's consumers: they are also the next generation of employees.

Generation Z are not currently working. However, within a decade they will comprise 10% of the workforce and, a decade after that they will be the largest generation at work. Therefore, from an employment perspective, Generation Z is becoming increasingly important.

The current skills shortages and labour gaps are not just due to the economic times, but the demographic realities. More full-time workers are exiting the workforce than are entering it. Not only is demand high, but supply is low and this will continue to create an employees market for decades to come. While today there are 5 people of working age for every person of retirement age, within 4 decades this will more than halve to just 2.4 workers per retiree.

Therefore understanding Generation Z will be integral to employment in the years ahead. Engaging with Generation Z is not just a micro-issue: the huge challenges of workforce planning, workspace design, career branding, succession planning, leadership development, and recruitment and retention issues all depend on an effective understanding of this next generation.

Snapshot of generational values



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.

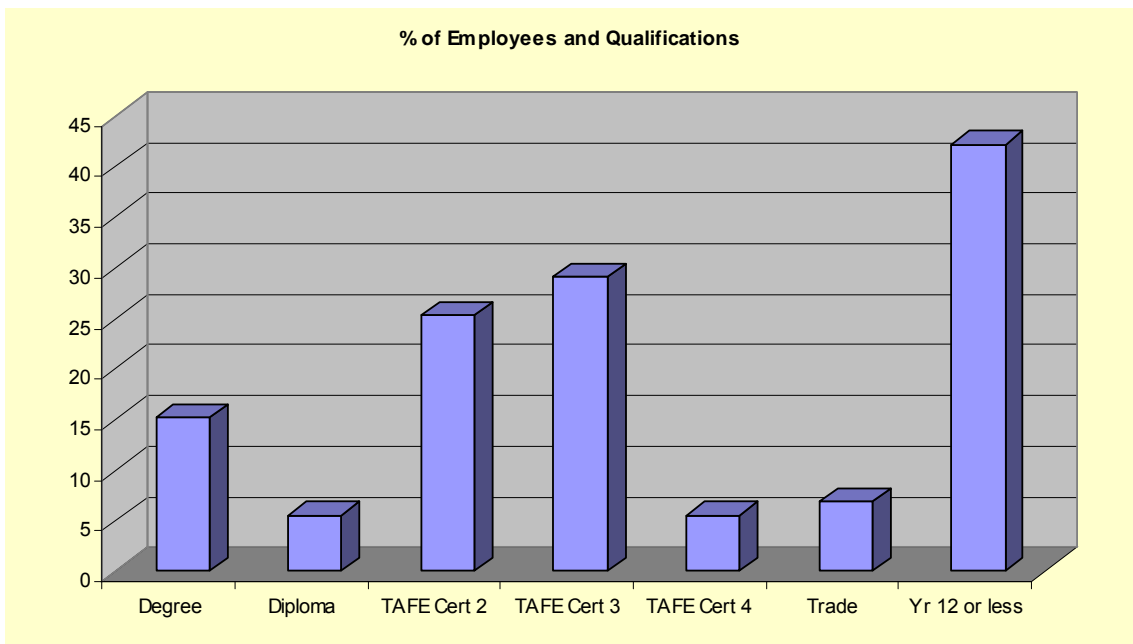
As local government’s workforce is substantially made up of workers over 45 years of age, it faces a significant challenge in filling the employment gaps as older employees retire and leave the workforce. In particular, local government will feel the impact of the reduction in Australia’s labour force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

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 dependant 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, child care professionals, OHS and risk management specialists 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. A following table indicates the proportion of existing employees and the level of education held.



The use of service strategy project teams is an excellent cost effective manner of developing skills across a number of disciplines. Research has shown that these teams, when appropriately empowered, achieve quicker results. They improve an organisation's ability to solve complex problems because they bring together people with different skill sets, experiences, perceptions and styles.

Team members pick up technical and professional skills more easily, gain important knowledge about other areas of the organisation and learn how to work with people with different styles and cultural backgrounds.

The results achieved by cross functional teams are generally more creative.

The “sandwich” effect/ carers’ responsibilities

Australian family needs are rapidly changing. The rise of the ‘sandwich generation’ (a group that has become involved in a ‘care vice’ between dependent children and elderly parents no longer capable of living independently) is becoming more and more evident.

Women are entering the workforce in unprecedented numbers, more men are expressing a desire for greater involvement with their children, expectations of parenting 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 ageing population places new pressures on Australian families to do the work of care. Australian families are now being caught between performing paid work whilst bearing the burden of caring for family members.

A retirement, retention and resignation survey of Victorian Government employees reported that more than one half of respondents cited ‘dependent children’ as a factor influencing a decision to continue employment or cited ‘primary care responsibilities for an elderly/disabled/ill person’ as a factor influencing a decision to leave the Public Service.

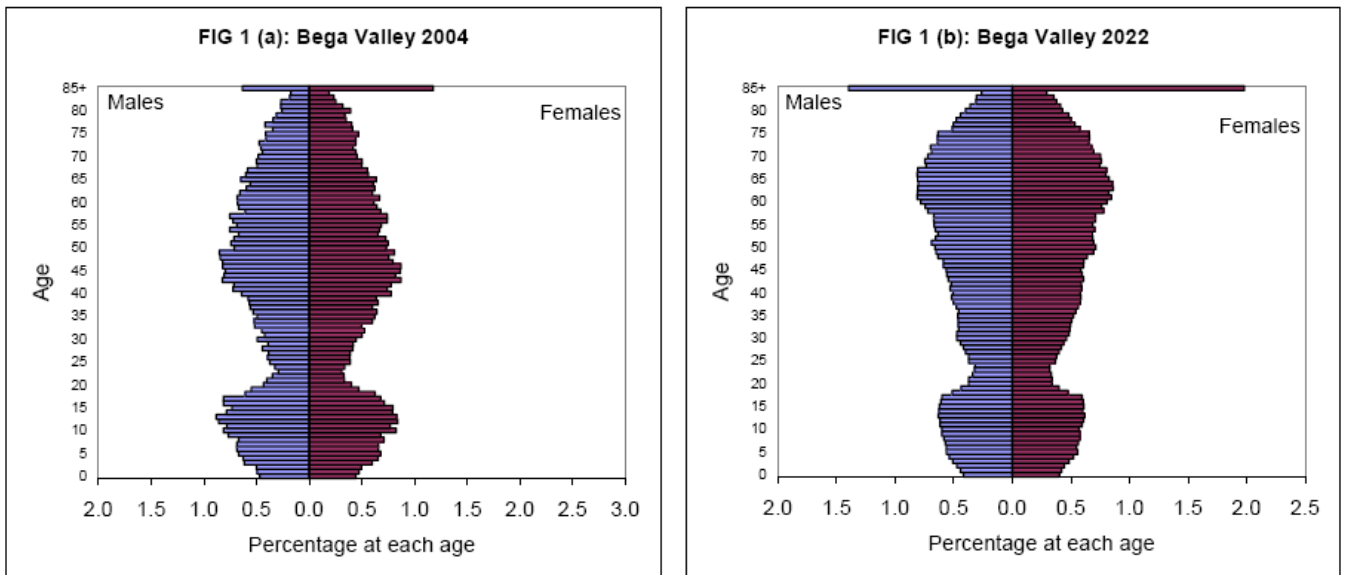
Other local employment issues

Migration trends

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

In 2004 a project was undertaken of the NSW Local Government Population Ageing Demographic and it showed the following statistics for the Bega Valley:

Figure 1 shows the current (2004) and projected (2022) age-sex structures for Bega Valley. In addition to conventional structural and numerical ageing, these structures provide a clear indication of ‘premature ageing’, which is typically caused by the migration-related loss of young working age people, and/or gains at older ages.



Although the trend shows some improvement by 2022, the impact during the intervening years for Council and other employers remains critical.

Other Council initiatives to improve economic diversity and employment opportunities within the Shire should assist in retaining the 20 to 45 year old age bracket and impact on the size of the labour pool.

Office and depot accommodation

Accommodating Council’s workforce in the most effective and efficient manner over the next 5 years will present a challenge particularly with the planned development of the civic precinct. Office accommodation in the main office is at a premium and it is expected that there will be some growth in requirements over the period of this plan and beyond.

The 2009 financial strategy promotes business growth in the Community and Environmental Services areas funded by grants. Office or mobile/telecommuting options also should be explored.

The 2006 Operational Examination caused the closure of branch offices resulting in additional office space requirements in Bega.

It is also the preferred option to have all services, other than operational, housed at a single location. The identified need to engage cadets and trainees to address future shortages will necessitate appropriate planning for office space requirements.

The organisation is leanly 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.

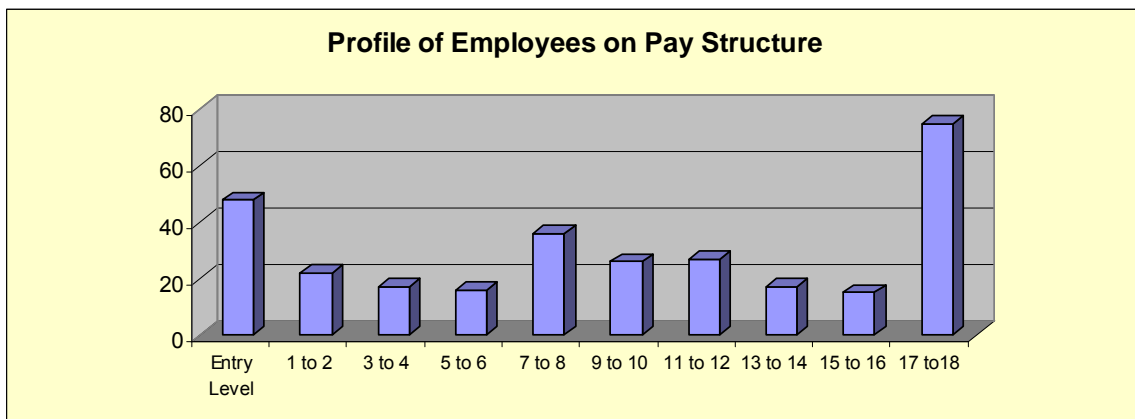
It is estimated that there will be minor growth in staffing over the next 5 years and this will primarily be influenced by the intake of cadets and trainees.

The planned Bega depot development should provide adequate facilities and office accommodation for operational and support staff well into the future.

The depot facilities at Eden are less than satisfactory particularly in relation to toilet and cleaning amenities. Funding will need to be provided within the shorter term to address the requirements to upgrade.

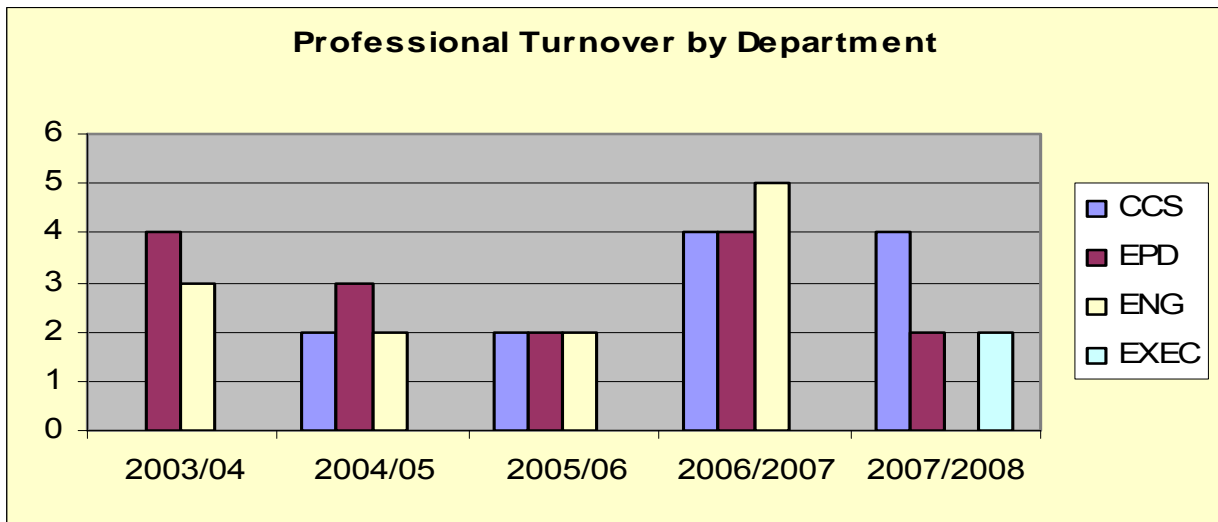
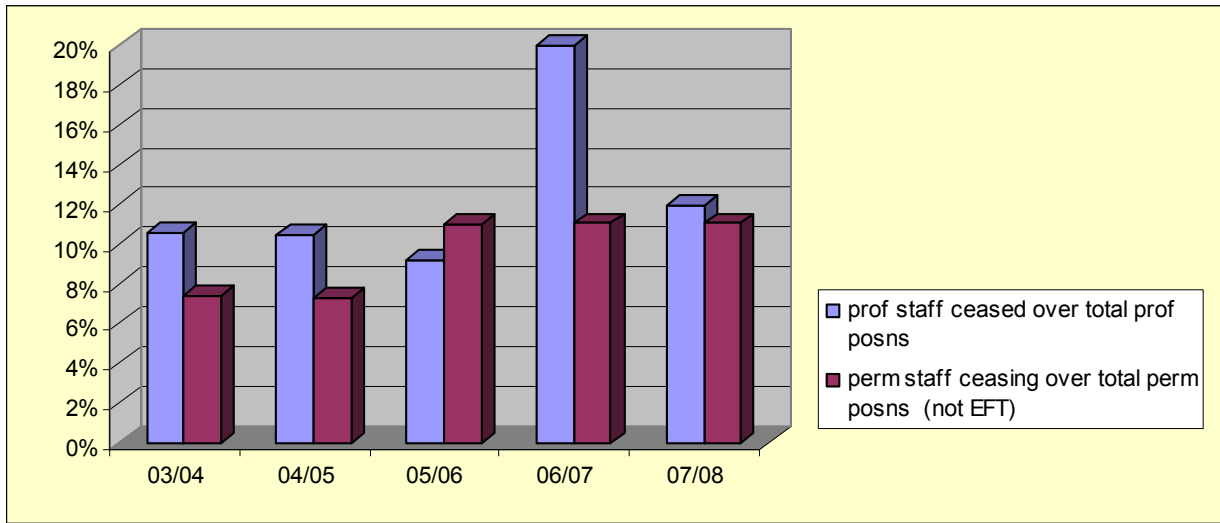
Pay structure

The current pay structure was introduced in 2001 and was reviewed in 2005 with the performance bonus scheme being removed and the range spread for each grade being varied to 17.4%.



In August 2009, nearly 25% of staff will be sitting on the maximum or their respective grade. The pay structure needs to be streamlined with fewer grades (currently 40) but retaining the features required under the Local Government (State) Award in relation to skills based progression.

Employee turnover

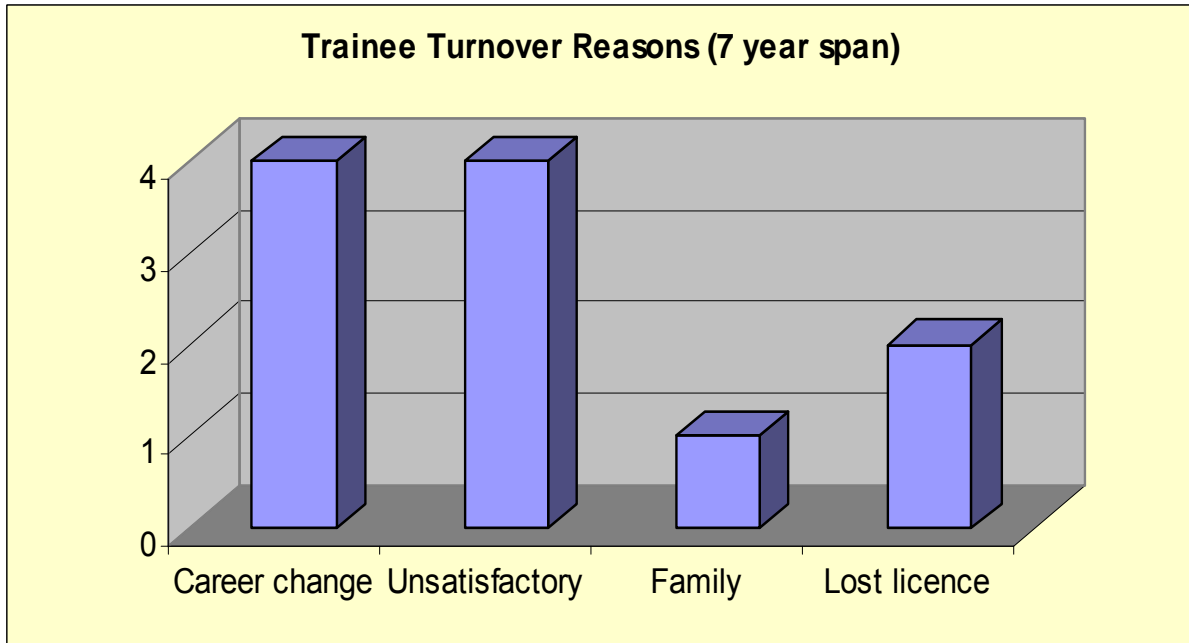
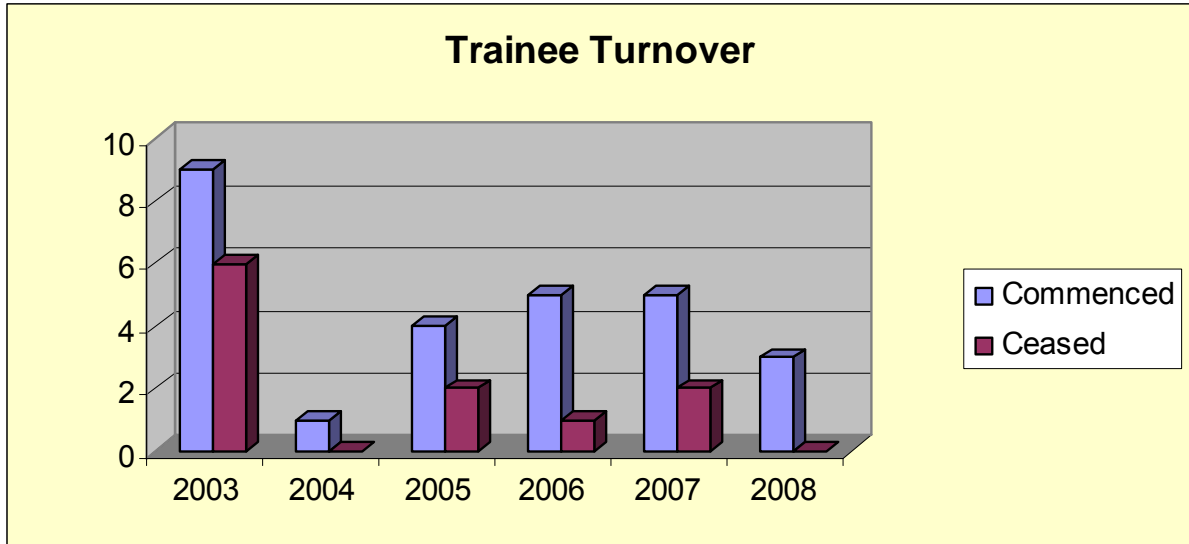


The overall turnover rate for the previous 2 years has been 11.07%. The level of professional staff turnover was 11.94% which reflected an improvement of around 40% on the previous year. The high professional turnover in 2006/07 was primarily attributed to the organisation experiencing a high degree of uncertainty following the release of the Operational Examination and pending the replacement of the retiring General Manager. Many employees had difficulty dealing with that uncertainty and chose to move on in their pursuit for clearer direction.

The objective is to achieve an overall turnover rate of less than 8% including professional positions.

Retention strategies currently being introduced and longer term planning should assist in achieving a reduction in turnover for 2008/09 and beyond.

Interestingly, the average tenure of employment at Council is 9.62 years compared to the average in the NSW Public Sector of 7.6 years.



27 trainees have commenced in the Works section since 2003 and 11 of those trainees are no longer employed with Council. While this turnover rate of 6.8% per annum is less than the total Council average of 11%, the objective will be to reduce it to less than 3% per annum. Council's objective is to retain trainees following completion of the traineeship period provided their ongoing employment forms part of the approved succession plan.

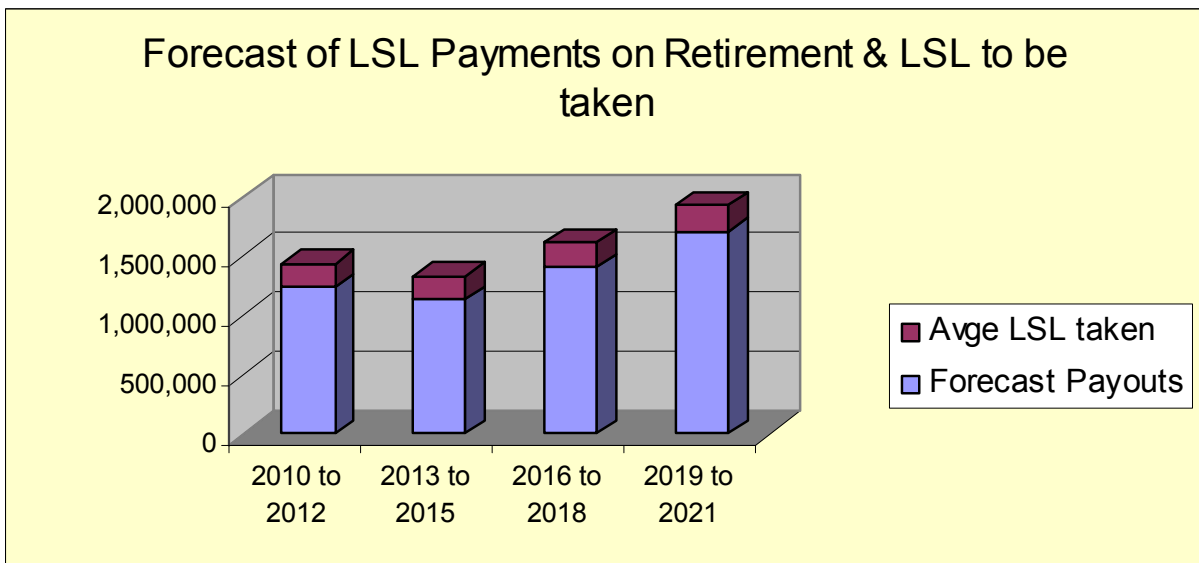
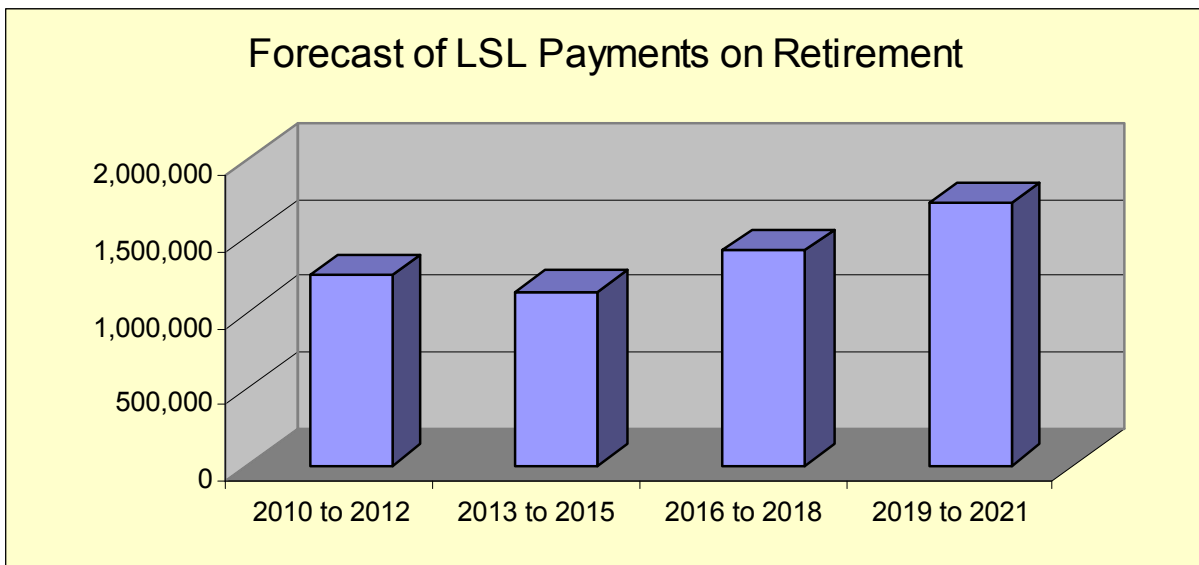
Employee Leave Entitlements (ELE)

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.

The ELE Reserve as at the end of March 2009 is \$1.3M and this represents approximately 25% of Council's current long service leave liability of nearly \$4M. The reserve represents 8% of the direct annual salaries costs.

The following graph shows in 3 year periods the likely pay outs of long service leave based on employees retiring from the organisation from 2010 to 2021. The figures do not include on costs. The average number weeks long service leave taken per year during the previous 4 financial years (as against paid out on retirement/redundancy) has been 164 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.



Financial strategy

The financial strategy was adopted by Council in June 2009 and indicated 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.

Council provides a number of services for which a direct fee is applied. These include development applications, grave digging and vehicle maintenance. In a competitive environment, Council also provides building and compliance certificates and private works.

Council intends to grow its involvement in government grant funded services in the community and environmental fields – this particularly applies where if not for Council's brokerage or agency, those services would not be provided to the community. However the full costs of Council's governance and support should be recovered through those grants.

Employee satisfaction survey

An employee satisfaction survey was conducted by an external provider in the first half of 2009 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.

Ten most positive rated questions	Score
I am committed to doing a good job	4.63
I [do] have enough work to do within my normal hours of work	4.49
I understand how my job contributes to the success of the organisation	4.27
The people in my team have a strong commitment to good customer service	4.24
Council is committed to the health and safety of its employees and contractors.....	4.22
Council encourages me to raise safety issues	4.16
My work area responds quickly to customer needs	4.12
I enjoy working for Council	4.11
I understand Council's OHS Management System	4.11
My supervisor treats people with respect	4.06

The analysis shows that Bega Valley Shire Council is generally a good place to work, employees are committed to performance and customer service and it is a safe place to work with strong values.

Ten least positive rated questions	Score
People who perform poorly are managed appropriately	2.46
I have a good chance of being promoted in the organisation	2.65
The organisation does a good job of explaining the reasons behind decisions	2.78
People share information and ideas across the organisation	2.90
I feel I am paid fairly compared to people doing the same job in other Councils	2.91
I am consulted about work other staff are doing that directly affects my job	3.05
People are given opportunities to be involved in decision making at Council	3.06
Council's competing priorities are managed well (customer, staff, financial etc)	3.11
The longer term direction of Council is well communicated and explained to me	3.15
I understand what is needed to gain promotion within Council	3.20

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.

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 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.
- c) The development of an aspiring leaders' program will provide opportunities for young employees to be introduced to a series of challenges through service strategy project teams 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
 - Cultural shift to clearly reflect our employment “brand”
 - 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 tertiary education assistance program 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.

Strategy 1.3. Alternate Employment Pools

- a) 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

- a) 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) 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.

Strategy 2.4 Employee Wellness Program

- a) An employee wellness program will be implemented for employees in specified age brackets to reduce the potential of workplace injuries and to assist in the longer term retention of employees.

- b) Annual employment medicals will be available for identified staff to address any physical limitations and implement alternative strategies including options for modified duties, provision of aids /equipment, redeployment to alternative positions or phased retirement.
- c) An analysis of wellness programs will be undertaken with a view to extending the availability to all employees in various forms.

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.
- b) The mentoring program will be on a structured basis and will involve formal training for potential mentors.

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.
- b) 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.

Some of these initiatives are already occurring on an ad hoc basis but they will be researched and, where appropriate, considered for formal implementation.

- j) Staff are encouraged to participate in community groups and associated committees.

Strategy 3.4 Project Teams

The introduction of cross functional teams into the organisation in 2008 has had many positive outcomes.

- a) It is proposed to continue with the concept with particular attention being paid to the composition of teams to ensure that younger potential leaders are included to provide challenges and development opportunities.
- b) Appropriate projects from the operational plan will be identified by the Leadership Executive and reviewed quarterly.

Strategy 3.5 Skill Development

- a) A comprehensive skills audit will be conducted biennially 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 project management and 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 like the Littleton Staff Exchange, scholarships such as the Churchill and Duke of Edinburgh and exchanges between other Councils.
- d) Council will pursue the ongoing education of existing Council employees to facilitate acceptance and understanding of cultural differences through provision of cross cultural training to all staff every 3 years and provision of specialised training and support to staff working directly with new recruits.
- e) 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, management engagement and programs like "Changing our Workplace" will impact positively on the overall culture. Specific strategies for each of these initiatives will be incorporated into the plan.
- b) The concept of "Look good, feel good, done right" will influence the presentation and servicing of infrastructure and other services.

- c) A number of initiatives including the recognition of performance through regular staff awards have recently been implemented.
- d) 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.
- e) 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/Wollongong University Partnerships

- a) Council has developed an excellent partnership arrangement with Bega TAFE 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 the University of Wollongong that could provide the capacity to deliver tertiary studies relevant to local government.
- b) This may include sponsorship of local or regionalised study, including ANU business or medical courses, to retain local employment.

Trend 5: “Sandwich” Effect/ Carers’ Responsibilities

Strategy 5.1 Parent/Carer Responsibilities

Becoming an employer of choice must take into consideration the specific needs and expectations of staff with parent / carer responsibilities. Employees in this category require options for career development and progression, whilst meeting family responsibilities at the same time.

- a) This will involve a significant culture change within Council to ensure acceptance of staff participating in flexible work arrangements and achieving workplace outcomes.

Male employees in the younger generations have the expectation of having greater involvement in parenting responsibilities and require employers to remove obstacles that prevent parents / carers from completing caring roles whilst maintaining their employment.

- b) It is proposed to investigate existing processes within other organisations that offer work / family life balance whilst ensuring employees have access to career progression. A detailed strategy will then be developed to address work / life balance expectations for staff.

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.

- a) The introduction of cadetships and expansion of current traineeships within Council will have a direct effect.
- b) This may include group training partnerships with other Councils or local industry.

Strategy 6.2 Tertiary Study Opportunities

- a) Council needs to advocate the expansion of study options at the University of Wollongong campus to encourage youth to remain in the area.
- b) Council may also research and promote distance education courses as a means of retaining youth in the area.

Strategy 6.3 Economic Development

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

- a) This strategy will recommend that Council play a more significant role in economic development.
- b) It is also recognised that the “State of the Shire Report” in 2009 should identify economic and employment gaps in areas such as aged care and child care. While these are not necessarily local government roles, Council may facilitate or directly assist in those areas.
- c) Similarly, tourism marketing attracts visitors, potential residents and employees. Future job advertising may focus on promoting the area as a means of attracting candidates.

Trend 7: Office and Depot Accommodation

Strategy 7.1 Civic Centre Development

The preferred option is to have all Council office based employees located within the main headquarters building in Bega. The building is currently at capacity and there is approximately 120 work stations in the building. A further 9 work stations will be required for Community Services staff who are to be relocated from the HACC premises. A number of those additional work stations will require private office accommodation due to the confidential nature of the work. Disabled access is another important consideration.

The civic centre design also needs to consider provision for future expansion as additional trainees and cadets are engaged and the probability of accessing funding for a variety of projects necessitating accommodation requirements.

- a) A total of 25 additional work stations to be incorporated into the redeveloped civic precinct.

Strategy 7.2 Bega Depot Development

- a) The Bega Depot has created accommodation and traffic problems for a considerable time with outdated facilities and limited space. The growth of the Rural Fire Service and SES has added to these issues and a major re-development of the Bega Depot is planned for 2009/2010.

Strategy 7.3 Eden Depot Development

- a) Funding opportunities to be identified to provide for upgraded toilet and cleaning facilities as a priority. Female trainees and employees are currently required to share facilities.

Trend 8: Pay Structure

Strategy 8.1 Pay Structure and Performance Framework

The current pay structure was introduced in 2001 and was reviewed in 2005 with the performance bonus scheme being removed and the range spread for each grade being varied to 17.4%.

In August 2009, nearly 25% of staff will be sitting on the maximum of their respective grade. The pay structure needs to be streamlined with less grades (currently 40) but retaining the features required under the Local Government (State) Award.

- a) 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) 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.

- a) 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:

- a) Salary packaging options
- b) Flexible working hours arrangements
- c) Cultural shift
- d) Reward and recognition strategies
- e) Training, development and tertiary study assistance review
- f) Phased retirement and working from home
- g) Purchased leave options

Strategy 9.4 Employee Retention Trainees

- a) An annual review involving past and present trainees will be convened to analyse the program and to develop strategies to minimise trainee turnover.
- b) 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 9.5 Staffing Complement (Establishment List)

- a) A comprehensive review of services and systems will be held every four years prior to the structural review and staff numbers will be established as a result of that process. The review will include internal auditing and relevant benchmarking.
- b) The review will detail staff numbers in;
 - i) infrastructure management following the assignment of asset standards, service levels and the assessment of availability and frequency of demand for technical skills. It is recognised that consultants may need to be engaged to cover specialist skills gap for some projects.
 - ii) planning and building services at about 75% of peak development activity and recognising that consultants, temporaries or contract staff will need to be engaged from additional fee income to cover the gap
 - iii) community services at levels nominated by successful grant applications but planned to grow to utilise council support structures and services on the basis of full recovery of on costs.

Trend 10: Financial strategy

- a) The financial strategy was 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.

- b) Council intends to grow its involvement in government grant funded services in the community and environmental fields – this particularly applies where if not for Council's brokerage or agency, those services would not be provided to the community. However the full costs of Council's governance and support should be recovered through those grants.

Trend 11: Employee satisfaction survey

Strategy 11.1 Employee Attitude Survey

- a) A range of initiatives will be implemented following the results of the employee attitude survey. The initiatives will be developed in conjunction with participants from the Change Our Workplace group and the Staff Consultative Committee.
- b) It is proposed to do a follow up survey in 18 months (end of 2010) and then biennially.

Workforce Plan implementation timeframe

No.	Sub Item Ref	Strategy	Action	Complete by (date)	Responsible Person	Cost Estimate
1	1.1(a)	Retention of Older Workers – Phased Retirement	Develop and implement a staff procedure that provides options for older workers (over 55 years) to have access to part-time work and/or home based work. The procedures will include options to move to project based work and mentoring roles with younger employees.	31/12/2009	HRM	\$10,000
	1.1(b)	Retention of Older Workers – Phased Retirement	Develop and implement a procedure that provides paid special leave for employees aged 55 years and over to attend pre retirement counselling.	30/9/2009	HRM	\$5,000
	1.1(c)	Retention of Older Workers – Phased Retirement	Conduct a survey of all employees aged 50 years and over to identify anticipated retirement levels and to gauge employee expectations in relation to ongoing employment.	31/12/2009	HRM	Nil
	1.2(a)	Attraction and Retention of Younger Employees	Develop and implement organisational values that translate into behavioural outcomes to drive the development of our brand and culture.	30/6/2009	GM	Nil
	1.2(b)	Attraction and Retention of Younger Employees	Develop and implement a performance management framework focusing on outcomes and results and include the elements of recognition and reward.	31/12/2009	HRM	\$15,000
	1.2(c)	Attraction and Retention of Younger Employees	Develop and implement an aspiring leaders' program that provides opportunities for young employees to be introduced to a series of challenges through cross-functional project teams together with formal training	31/3/2010	HRM	\$30,000
	1.2(d)	Attraction and Retention of Younger Employees	Develop and implement a structured mentoring program so that older employees can share their knowledge and experience with younger workers.	31/3/2010	HRM	\$10,000
	1.2(e)	Attraction and Retention of Younger Employees	Facilitate a further staff survey at the end of 2010 and then biennial surveys.	31/12/2010	HRM	\$15,000
	1.2(f)	Attraction and Retention of Younger Employees	Promote BVSC 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.	30/9/2009 and ongoing	HRM	Nil
	1.2(g)	Attraction and Retention of Younger Employees	Develop a recruitment web page that is appealing and user friendly to prospective employees that reflects much of the lifestyle and geographical features of the area as well as focusing on our values and brand.	31/12/2009	HRM	\$2,000

Workplace Strategy 2009 - 2014

No.	Sub Item Ref	Strategy	Action	Complete by (date)	Responsible Person	Cost Estimate
	1.2(h)	Attraction and Retention of Younger Employees	Review the tertiary education assistance program to ensure that flexible learning options are covered and study costs are relevant.	31/10/2009	HRM	Nil
	1.2(i)	Attraction and Retention of Younger Employees	Pursue secondment opportunities for professional development both internally and externally.	30/6/2010	HRM	Nil
	1.2(j)	Attraction and Retention of Younger Employees	Pursue industry awards on a project type basis utilising Aspiring Leaders program.	30/9/2010	HRM	\$5000
	1.2(k)	Attraction and Retention of Younger Employees	Publicise youth employment initiatives widely through the media.	31/3/2010 and ongoing	Media Officer	Nil
	1.2(l)	Attraction and Retention of Younger Employees	Foster relationships with Government and business agencies to cross fertilise mind and skill sets.	30/9/2010	Executive Manager Organisation Support	Nil
	1.3(a)	Attraction and Retention of Younger Employees	Explore options to access alternate employment pools such as the disabled, indigenous, long term unemployed and overseas (particularly for professional positions).	30/6/2010	HRM	Nil
2	2.1(a)	Succession Plan	Develop and implement a succession plan for all key positions across the organisation that addresses external recruitment, professional development and mentoring of existing staff over a specific timeframe to meet anticipated retirements and future skill shortages.	31/3/2010	HRM	Nil
	2.2(a)	Trainee and Cadet Intake	Conduct an annual review of those areas at risk due to the age profile and have a targeted intake of cadets and trainees.	31/3/2010 and ongoing	HRM	\$90,000 pa
	2.3(a)	School Based Traineeships	Implement a targeted number of school based traineeships promote the notion of a career in Local Government among students.	31/12/2010	HRM	\$20,000 pa
	2.4(a), (b), (c)	Employee Wellness Programs	Develop and implement a range of employee wellness programs.	31/12/2010	HRM	\$15,000 pa
3	3.1(a), (b)	Mentoring Program	Refer 1.2(d)			
	3.2(a)	Performance Management Framework	Refer 1.2(b)			
	3.3(a)	Work/Life Balance	Implement procedures to provide improved paid parental leave entitlements	31/3/2010	HRM	\$5,000 pa
	3.3(b)	Work/Life Balance	Develop and implement a system of variable working hours arrangements that meets Council's operational needs.	30/9/2009	HRM	Nil

Workplace Strategy 2009 - 2014

No.	Sub Item Ref	Strategy	Action	Complete by (date)	Responsible Person	Cost Estimate
	3.3(c)	Work/Life Balance	Develop procedures for job-sharing where practicable	31/3/2010	HRM	Nil
	3.3(d)	Work/Life Balance	Develop and implement procedures to facilitate the purchase of additional leave by employees.	31/3/2010	HRM	Nil
	3.3(e)	Work/Life Balance	Research family friendly best practice organisations and develop recommendations for implementation.	30/9/2010	HRM	Nil
	3.3(f)	Work/Life Balance	Review and implement home based work procedures.	30/9/2010	HRM	Nil
	3.3(g)	Work/Life Balance	Research carer friendly best practice organisations and develop recommendations for implementation.	30/9/2010	HRM	Nil
	3.3(h),(i)	Work/Life Balance	Refer 1.1(a) and 2.4 (a),(b),(c)			
	3.3(j)	Work/Life Balance	Employees to be encouraged to participate in community groups and associated committees.	30/6/2010	LEG	Nil
	3.4(a)(b)	Project Teams	Develop a list of relevant projects for teams of aspiring leaders to be provided with challenges and opportunities.	30/9/2009	LEG	Nil
	3.5(a)	Skill Development	A comprehensive skills audit will be conducted biennially 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.	30/4/2009 and ongoing	HRM	Nil
	3.5(b)	Skill Development	Refer 1.2(c)			
	3.5(c)	Skill Development	The revised performance management system will provide prompts for managers and employees to consider initiatives such as scholarships and staff exchanges as development opportunities.	30/9/2009	HRM	Nil
	3.5(d)	Skill Development	Facilitate cross cultural awareness training for all employees every 3 years.	31/12/2010	HRM	\$5000 pa
	3.5(e)	Skill Development	The revised performance management system will provide prompts for managers and employees to consider initiatives such as professional associations, networking and LGMA special interest groups.	30/9/2009	HRM	Nil
	3.6(a)	Organisation Culture	Refer 1.2(a)			
	3.6(b)(c)	Organisation Culture	Develop a plan to incorporate the concept of "Look good, feel good, done right" into all activities and services.	30/6/2010 and ongoing	LEG and the COW group	Nil
	3.6(d)	Organisation Culture	Refer 2.1(a)			

No.	Sub Item Ref	Strategy	Action	Complete by (date)	Responsible Person	Cost Estimate
	3.6(e)	Organisation Culture	Refer 1.2(j)			
4	4.1	Trainee/Apprentices/ Cadets	Refer 2.2			
	4.2(a)	TAFE/Wollongong University Partnerships	Develop and foster a partnership with the University of Wollongong that could provide the capacity to deliver tertiary studies relevant to local government.	31/12/2009	HRM	Nil
5	5.1(a)(b)	Carers' Responsibilities	Develop and implement revised procedures for employees with carer responsibilities that incorporate flexibility factors that are also under development.	31/3/2010	HRM	Nil
6	6.1(a)(b)	Traineeships and Cadetships	Refer 2.2			
	6.2(a)(b)	Tertiary Study Opportunities	Liaise with Wollongong University and the youth Council to promote the development of expanded study options to assist to retain youth in the area.	31/3/2010	HRM	Nil
	6.3(a)(b) (c)	Economic Development	Develop strategies to improve local employment opportunities.	30/12/2009	LEG and Exec Manager BP	Nil
7	7.1(a)	Civic Centre Development	The design for the civic centre redevelopment to provide for 25 additional work stations.		LEG	
	7.2(a)	Bega Depot Development	Undertake a major redevelopment of the Bega Depot site in conjunction with RFS and emergency organisations.	30/6/2010	GM Infrastructure	
	7.3(a)	Eden Depot Development	Funding opportunities to be identified to provide for upgraded toilet and cleaning facilities as a priority.	31/12/2009	GM Infrastructure	
8	8.1(a)	Pay Structure	Review the current pay structure to facilitate performance based options.	31/12/2009	HRM/GM	Nil
	8.2(a)	Salary Sacrificing Options	Develop procedures for the introduction of salary sacrificing options for January 2010.	31/10/2009	HRM	Nil
9	9.1(a)	Staff Induction Period	Develop and implement a system of review for new employees to provide two way performance feedback and to measure the success of recruitment exercises.	30/11/2009	HRM	Nil
	9.3(a)	Employee Retention	Develop and implement a system of variable working hours that will suit operational and employee requirements.	30/9/2009	HRM	Nil
	9.3(b)	Employee Retention	Refer 1.1(a), 1.2(a), 1.2(b), 1.2(g), 3.3(a) and 8.2.			

No.	Sub Item Ref	Strategy	Action	Complete by (date)	Responsible Person	Cost Estimate
	9.4(a)(b)	Employee Retention Trainees	Facilitate an annual review of traineeships, including graduated trainees, to develop strategies to reduce trainee turnover.	31/8/2009	HRM/ Works Manager	Nil
	9.5(a)(b)	Establishment Listings	Facilitate a comprehensive review of positions and services to determine optimum staffing levels based on budget and workload fluctuations prior to the next major structural review.	31/3/2012	HRM	Nil
10	10.1(a)	Financial Strategy	Incorporate procedures into the annual operational plan development that provides for a review of service provision and the right mix of resources.	31/12/2009	Corporate Planner	Nil
11	11.1(a)(b)	Employee Attitude Survey	Analyse the results of the employee attitude survey and develop relevant outcomes in conjunction with the COW team	31/10/2009	HRM	Nil

Funding summary

Strategy	2009/2010	2010/2011	2011/2012	2012/2013
1.1(a)	5,000	10,000	10,000	10,000
1.1(b)	5,000	5,000	5,000	5,000
1.1(c)	0	0	0	0
1.2(a)	0	0	0	0
1.2(b)	15,000	0	0	0
1.2(c)	30,000	20,000	20,000	20,000
1.2(d)	10,000	0	0	0
1.2(e)	0	15,000	0	15,000
1.2(f)	0	0	0	0
1.2(g)	2,000	0	0	0
1.2(h)	0	0	0	0
1.2(i)	0	0	0	0
1.2(j)	5,000	5,000	5,000	5,000
1.2(k)	0	0	0	0
1.2(l)	0	0	0	0
1.3	0	0	0	0
2.1	0	0	0	0
2.2	90,000	90,000	90,000	90,000
2.3	0	20,000	20,000	20,000
2.4	0	15,000	15,000	15,000
3.1				
3.2				
3.3(a)	0	5,000	5,000	5,000
3.3(b)	0	0	0	0
3.3(c)	0	0	0	0
3.4	0	0	0	0
3.5(d)	0	5000	5000	5000
3.6(a)				
3.6(b)	0	0	0	0
4.1	0	0	0	0
4.2	0	0	0	0
5.1	0	0	0	0

Workplace Strategy 2009 - 2014

Strategy	2009/2010	2010/2011	2011/2012	2012/2013
6.1				
6.2	0	0	0	0
6.3	0	0	0	0
7.1	0	0	0	0
7.2	0	0	0	0
8.1	0	0	0	0
8.2	0	0	0	0
9.1	0	0	0	0
9.2	0	0	0	0
9.3(a)	0	0	0	0
9.3(b)				
9.4	0	0	0	0
TOTALS	\$162,000	\$200,000	\$175,000	\$200,000

Conclusion

Council's Workforce Plan will result in significant change in Council operations, service provision and employee expectations. Senior staff must lead by example and ensure they provide consistent communication to staff to reduce expected resistance to change.

Staff must be consulted and given ownership of the process to ensure participation and understanding, so all employees feel that strategies identified in the Workforce Plan meet their specific needs. Change, however, is essential if Council is to continue to compete in an ever-shrinking labour market and attract and retain suitably skilled people who are prepared to grow and develop with the organisation.