Organisational Development Road Map 2020-2030

MATURING THE DEVELOPMENT OF THE WORKFORCE OF THE SHIRE OF SERPENTINE JARRAHDALE

SEPTEMBER 2020

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Table of Contents

1

Executive Summary

The Shire of Serpentine Jarrahdale has been undergoing significant organisational transformation for the past four years.

A number of major and minor organisational restructures, maturing of the operations of the Shire, and a concerted effort to bring more service provision in-house, have resulted in significant demand on the human resources function of the organisation to perform transactional based activities such as recruitment and performance management, with a minor focus on strategic organisational development.

In transitioning from a small country local government, to a metropolitan hyper-growth local government, it is imperative that the Shire strategically plans for, resources and delivers a workforce that is skilled and capable of delivering effective services to the community and stakeholders.

The Shire's Strategic Workforce Plan 2020-2030 (the Plan) has been developed to provide a ten year road map for organisational development, responding to the aspirations of the community, priorities as set by Council and development needs of the workforce as identified by the Executive and Management Teams.

The Strategic Workforce Plan 2020-2030 is underpinned by six Key Workforce Programs that have been developed reflecting on the actions necessary to be undertaken to achieve the key Strategic Workforce Plan outcomes identified for the 1-3 year time horizon. The Key Work Force Programs are comprehensive and cover a range of organisational development outcomes that are necessary to ensure the Shire has a well-developed and capable workforce.

The Government of Western Australia Workforce Planning- The Essential toolkit has been used as a guiding document throughout considerations for the development of the roadmap. In particular, the 'Four steps of Workforce Planning' as outlined in the document, have driven the development of the Plan and the Key Workforce Programs.

Review of the Strategic Workforce Plan 2020-2030 will be required prior to entering the next time horizon as outlined in the Plan and a review will also be required when the Strategic Community Plan and Corporate Business Plan are reviewed. This will ensure the Strategic Workforce Plan 2020-2030 continues to reflect the priorities of the community and Council as outlined in these documents, and also continues to reflect the current state of the organisation.

The Strategic Workforce Plan 2020-2030 provides a comprehensive roadmap to drive the development of the Shire's workforce, reflective of the priorities of the community and Council, and targeted as so to achieve measureable organisational development outcomes.

An Overview of our Organisation and the impact of outside influences

Organisational Structure

The current Shire of Serpentine Jarrahdale Structure accommodates five directorates as shown in diagram 1.

Diagram 1: Shire of Serpentine Jarrahdale organisational structure

A significant restructure of the organisation was undertaken in 2017 to create a dedicated Community Services Directorate, with further smaller restructures undertaken within specific directorates over the period 2018-2020 to ensure positions were aligned with service delivery needs. A small restructure was undertaken in June of 2020 to respond to changes in organisational operations brought about through the COVID-19 pandemic.

Employee numbers

The Shire has 180 employees, with a Full Time Equivalent (FTE) of 157.4 as at September 2020. At the time of writing this document there were 20 active vacancies, with a further 9 positions on hold. These vacancies increase the Shire's total FTE by a further 27.4 to a total of 184.8 FTE.

With a resident population of 34,500[6] this equates to approx. 5.3 FTE per 1000 residents, which is within range of the PwC Australasian Local government Performance Excellence Program 2019, average for medium metropolitan councils in Western Australia, which was 5.2 FTE per 1000 residents[1].

The Shire has seen an increase in FTE for the period 2017- 2020, with 146.26FTE in 2017[2] to 184.8 in 2020. This has been a result of an increase in service and program delivery and critical service assessments having been undertaken with a concerted effort to bring more service provision in-house. This has provided positive outcomes including less reliance on the provision of services by contractors, which has resulted in both savings in consultant and contract expenditure, and improved service delivery to the community.

In comparison with other local governments with a similar size population to the Shire, the Shire has less employees. The City of Vincent has a population of 36,000[3] with 229[2] employees, the City of Fremantle has a population of 31,000[4] with 582[3] employees, the Town of Victoria Park has 37,000[5] people and 397[4] employees and the Shire of Mundaring has a population of 39,000[6] with 209[5] employees.

The Shire's rapid population growth will continue with the population forecast for 2020 being 34,523[7], and forecast to grow to 68,335[6] by 2036, a change of 97.94%.

It is anticipated that the population increase will result in an increase in demand for services from the Shire including but not limited to, support for residential and commercial development, construction, maintenance and renewal of infrastructure and community facilities, and an increase in community services and support. It is expected that the size of the workforce will continue to increase, as the demand for service delivery increases. This is consistent with Australian Government employment projections for the period 2019-2024, which indicate an anticipated 6.3% employment growth for the local government industry over the period[8].

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[1] PwC and Local Government Professionals Australia NSW (2019), The Australasian LG Performance Excellence Program FY19, Shire of Serpentine Jarrahdale

[2] https://www.sjshire.wa.gov.au/documents/378/2017-18-shire-of-serpentine-jarrahdale-annual-report

[3] https://walga.asn.au/About-Local-Government/Online-Local-Government-Directory/Details?council=City%20of%20Vincent

[4] https://walga.asn.au/About-Local-Government/Online-Local-Government-Directory/Details?council=City%20of%20Fremantle

[5] https://walga.asn.au/About-Local-Government/Online-Local-GovernmentDirectory/Details?council=Town%20of%20Victoria%20Park

[6] https://walga.asn.au/About-Local-Government/Online-Local-Government-Directory/Details?council=Shire%20of%20Mundaring

[7] https://forecast.id.com.au/serpentine-jarrahdale

[8] https://lmip.gov.au/default.aspx?LMIP/GainInsights/EmploymentProjections

4

For comparison, the Cities of Bayswater and Kalamunda have population numbers currently that are within the range of the Shire's forecast population for 2036. The City of Bayswater has a population of 66,000[9] with a 536 employees[8], and the City of Kalamunda has a population of 62,000[9] with 308 employees[10].

As the organisation grows in size and complexity, it is imperative that the organisational development function of the Shire is resourced with a targeted plan to support the growth of the workforce. This will ensure a skilled and responsive workforce, and ensure continued good governance as the organisation grows in complexity.

Employee distribution and status of employment

Of the 180 employees at the Shire, employees are distributed between five directorates with the Infrastructure Services Directorate having the highest number of employees. This can be attributed to the nature of the works undertaken by the directorate, including outdoor operations works.
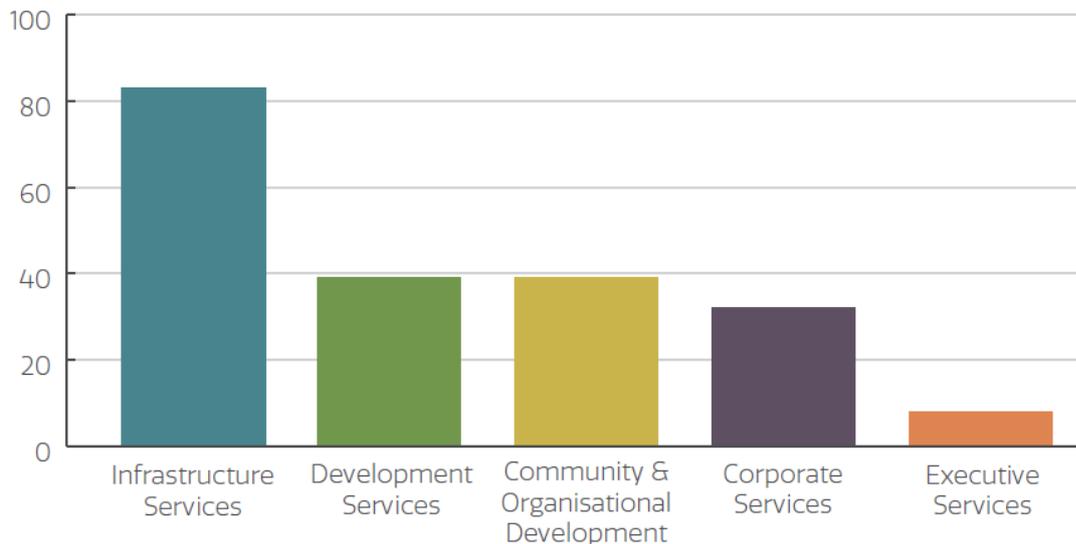
Diagram 2: Employee numbers by directorate September 2020.

As shown in diagram 3 the majority of the Shire's employees are engaged in full time- permanent employment, followed by full time- fixed term employment.

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[9] https://walga.asn.au/About-Local-Government/Online-Local-Government-Directory/Details?council=City%20of%20Bayswater
[10] https://walga.asn.au/About-Local-Government/Online-Local-Government-Directory/Details?council=City%20of%20Kalamunda

5
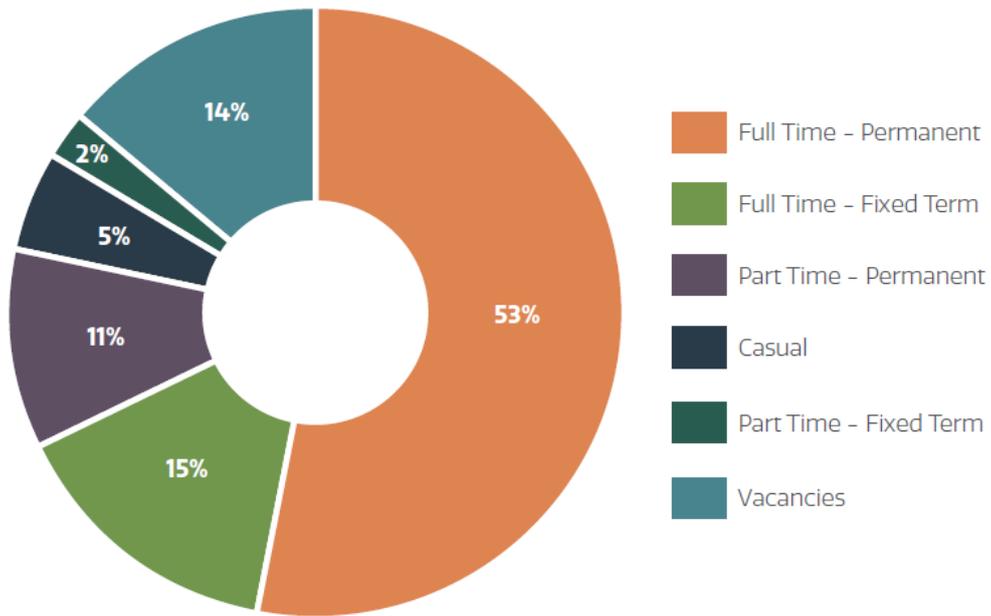
Diagram 3: Employment status whole of organisation

There are more male employees who are employed on a full time basis and there are more female employees employed on a part time and casual basis. This is discussed further in the employee gender section of this document.

Employee gender

The Shire's gender distribution is currently even, with both male and female employees making up 50% of the workforce respectively.

Diagram 4: Employee gender distribution

6

Women represent 20% of the Shire's Management Group and Executive Management Group.

This is a decline in women in leadership positions in the organisation, with 30% in the 2017/2018 financial year[11] and 26% in the 2018/2019 financial year[12].This is consistent with the Western Australian Local Government experience, which recorded a decline in women in leadership positions in the 2018/2019 financial year[11]
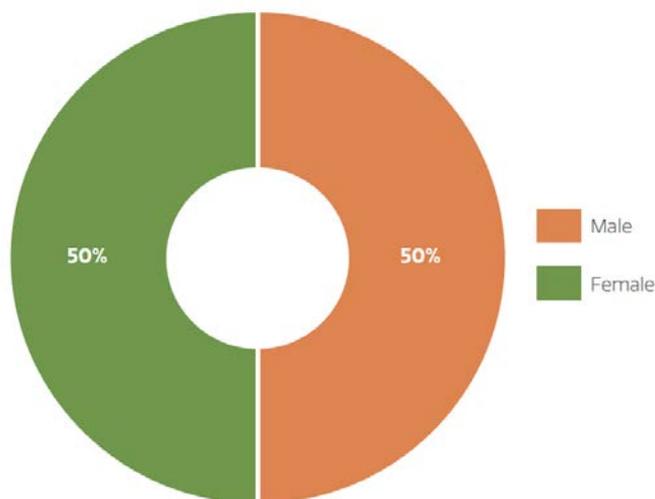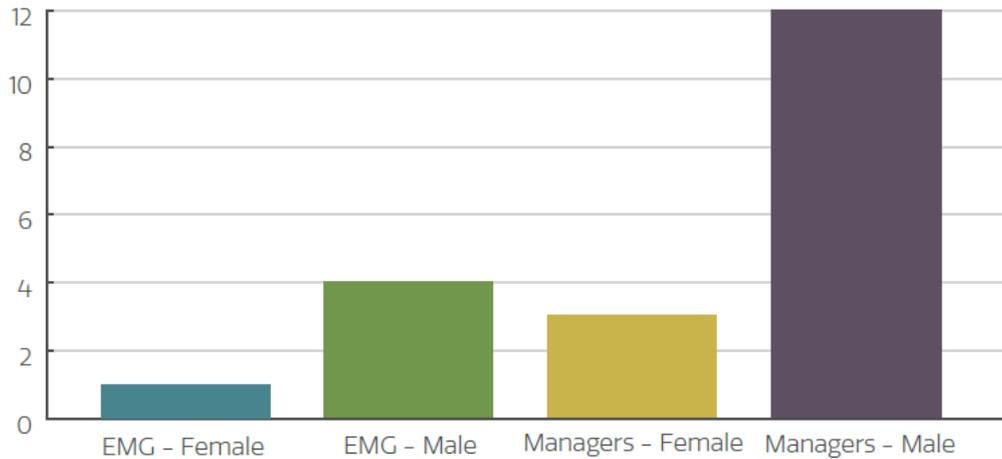

Diagram 6: Executive Management Group and Management Group gender distribution

As shown in diagram 7, female Shire employees are more likely to be employed in administration and community and personal service workers positions, whilst male employees are more likely to be employed in labouring and technical roles[13].
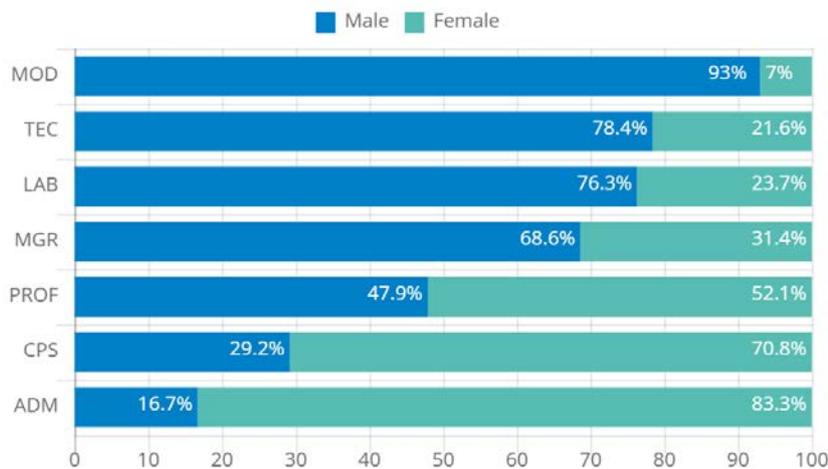
Diagram 7: Percentage of employees occupation by gender ADM - clerical and administrative workers, CPS – community and personal service workers, PROF - professionals, MGR – managers, LAB – labourers, TECH - technicians and trade and MOD - machinery operators and drivers.

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[11] PwC and Local Government Professionals Australia NSW (2018), The Australasian LG Performance Excellence Program FY18, Shire of Serpentine Jarrahdale
[12] PwC and Local Government Professionals Australia NSW (2019), The Australasian LG Performance Excellence Program FY19, Shire of Serpentine Jarrahdale
[13] https://walga.salaryone.com.au/walga/dashboard-workforce

The Shire's female employees are significantly more likely to be employed in part time and casual arrangements than male employees as shown in diagram 8. Whilst the traditional understanding for these differences often centre on flexibility in working arrangements to meet the requirements of raising children and caring responsibilities, it is important to note that an increasing number of men are now seeking flexible working arrangements across the labour market in Australia[14]. Additionally Gen Y and Gen Z employees list flexibility as a key priority in job selection[15]. It will be necessary to ensure that the Shire offers flexible working arrangement opportunities to all staff where possible, to ensure that the Shire can attract and retain highly skilled staff.
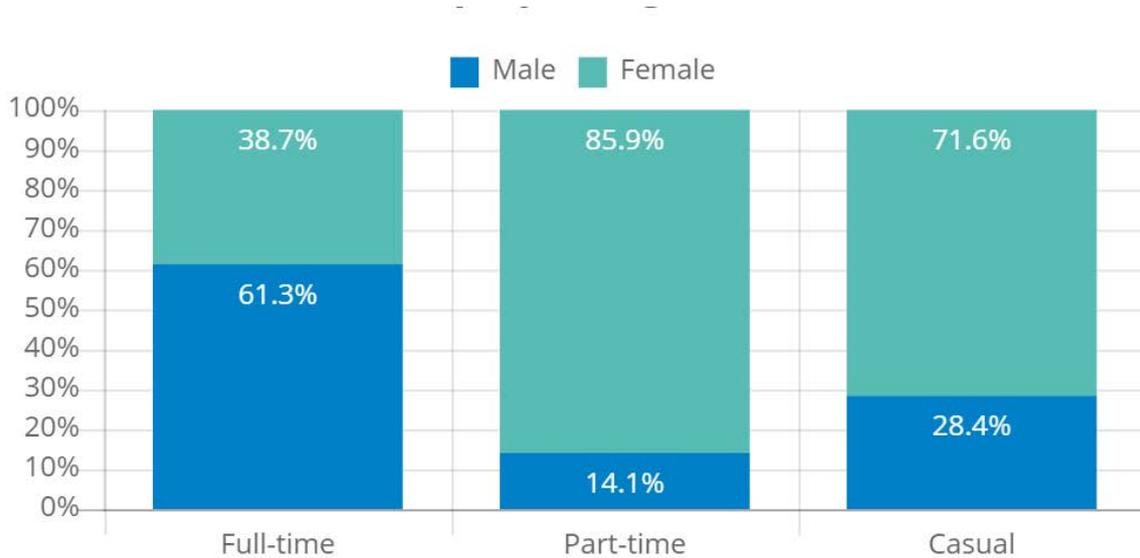
Diagram 8: Employment status by gender

Employee age demographic

23 employees (13%) are currently over the age of 60, with a further 16 employees who will fall in this category within the next five years. It is important that the Shire develop transition to retirement, and talent and succession-planning processes as these will become increasingly important future strategies for the Shire to manage this age demographic, which will see an increase in the percentage of employees in the 60+ age group.

Employees aged 20-29 years comprise the smallest age group within the Shire, with employees aged 30-39 year comprising the largest, closely followed by the 40-49 years age group as shown in diagram 9.

As the workforce across the Australian labour market is ageing[16], consideration must be given to how the Shire presents itself as a desirable choice for employment to the 20-29 years age group. A risk exists of the Shire's workforce ageing at a rate faster than young employees are joining, and the opportunity to share skills and knowledge to assist with organisational and industry development, may be at risk of being lost.

[14] https://www.catalyst.org/research/women-workforce-australia-quick-take/
[15] https://www.fifthquadrant.com.au/cx-spotlight-news/nintex-study-reveals-career-and-workplace-expectations-of-generation-z-in-australia and https://www.digitalpulse.pwc.com.au/impact-millennials-workplace/
[16] https://lmip.gov.au/default.aspx?LMIP/GainInsights/EmploymentProjections

Diagram 9: FTE breakdown by age at September 2020

Length of service
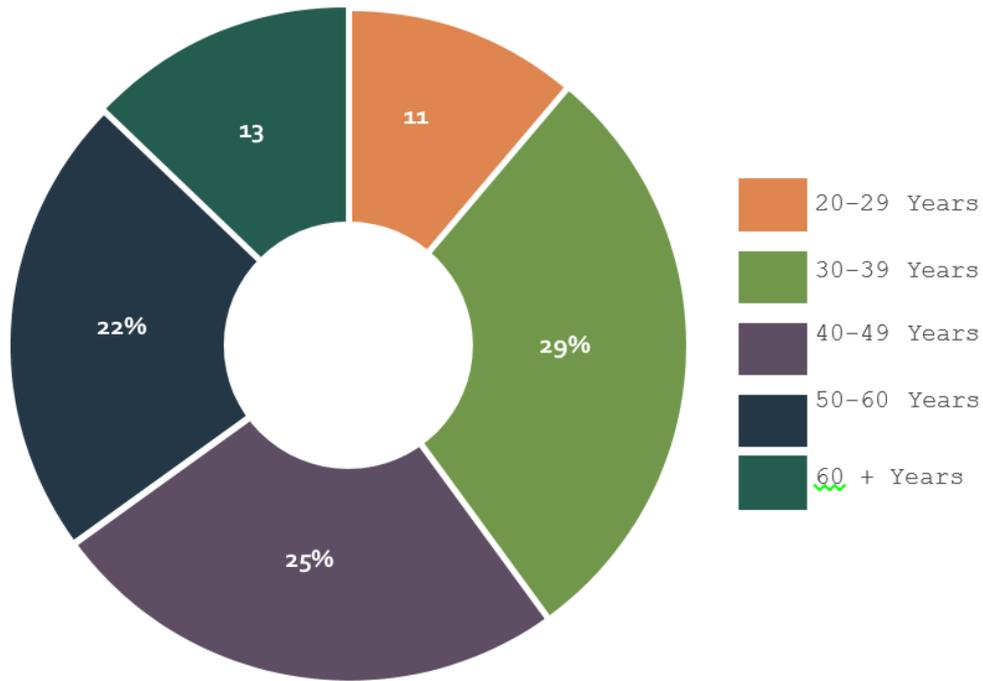
A review of exit data indicates that employees remain with the Shire for a period of less than five years. Female employees are more likely to remain in employment with the Shire for 5 to 10 years and significantly more likely to remain in employment with the Shire for 10 years or more.
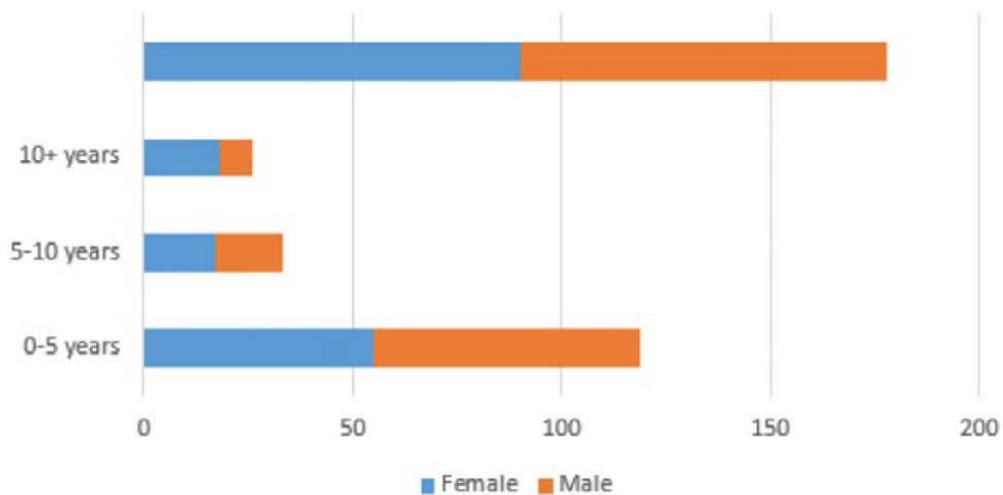

Diagram 10: Length of service by gender

9

It may be the flexible working arrangements that result in the longer tenure of female employees, given that the majority of female employees are employed on a part time or casual basis. The increased likely hood of men to be employed for less than 10 years at the Shire, means that there is a greater risk of loss of corporate knowledge in the types of employment dominated by male employees. It will be necessary to ensure that the talent and succession-planning process also takes this into consideration.

Information gained through exit interviews indicates that employee tenure is impacted upon by many external factors, with the primary factors over the past five years being opportunities for higher salaries, employment closer to home and career progression. A review of remuneration and creating opportunities to support employees through career progression within the Shire will be necessary to combat these prominent reasons for leaving the organisation.

The tenure of all members of the Executive Management group is less than three years, with two members employed in 2018, one in 2019 and one in 2020. Of this group for three members this is their first Director position. The tenure of the members of the Management Team is varied, with three members having been in their roles for approx. 10 years and the remaining 12 members of the team having been in the role with the Shire for less than four years. There is a mixture of experience with some Managers having held a Manager position before employment with the Shire and with some in their first Manager position.

Additionally, development of the leadership capabilities of employees holding Coordinator and Supervisor roles is also necessary to ensure appropriate management and support of staff, and assist with succession planning for leadership positions in the organisation. In the 2018/2019 financial year, 17% of those in positions supervisor and above, had less than two years experience[12].

Given the mixture of experience and tenure in leadership roles, it is necessary to ensure the further development of leadership capabilities amongst the Executive Management Group and Management Team

Traineeships

The Shire successfully launched a Traineeship program in 2018, with the aim of supporting local young people entering the workforce and providing them with a formal qualification and practical work experience.

To date, four young people have completed their traineeships with the Shire and all have been retained in other positions of employment with the Shire.

The COVID-19 pandemic resulted in the program being postponed for 2020, it is anticipated that this program will continue to grow to provide traineeship opportunities in business, trades and horticultural positions.

The Shire also offers work experience and placement opportunities for secondary and tertiary students throughout the year. The placements are offered across the organisation, providing students with an opportunity to gain exposure to the local government industry

10

and develop their skills in their field of study. These placements also offer an opportunity for the Shire to promote itself as a possible future employment option to these students.

COVID-19 pandemic

The COVID-19 pandemic has resulted in significant demand on the services of the Shire and has significantly increased the workload of many of the Shire's employees.
The ongoing response and recovery to the pandemic has required that the Shire be adaptable and innovative in its provision of services, and created new duties for Officers that must be performed alongside their business as usual. Important considerations in this environment are adequate resourcing of additional works and ensuring that workloads are manageable to prevent staff burnout and maintain both mental health and wellbeing.

The Community, Human Resources and Health Services teams have, and continue to experience, a significant increase in demand on services during this period, and ongoing review of capacity and adequate levels of resourcing will be required.

Government housing construction stimulus are having a significant impact on the development and engineering services of the Shire. This targeted stimulus is seeing profound subdivision activity, flowing through planning, building and ultimate new home creation. Remaining flexible to resource this heightened growth is critical to positioning the Shire to benefit from this stimulus program.

It is anticipated the ongoing Western Australian border closure, current shortages in the number of available workers across industries throughout the State, increased government expenditure on infrastructure projects and significant policy shifts from major mining companies to support Western Australian based employees only, may begin to have an impact on wage expectations and present many new employment opportunities in the Western Australian labour market.

Demand for technical and construction roles will increase as a result and the Shire may experience an increased exit rate for such staff, who are attracted to roles elsewhere that offer significantly increased pay and technical opportunities. It is also expected that in some areas of the workforce this will result in a shortage of quality applicants for vacant roles.

The introduction of work from home arrangements as a necessity through the early months of the COVID-19 pandemic, have remained as an option for Shire staff. In May 2020 the Shire engaged Catalyse to undertake a CULTYR Employee Resilience Scorecard survey of Shire staff, the results of survey indicate the staff support the continuation of flexible working from home arrangements. It is necessary to ensure that the practice is embedded into the operations of the Shire, ensuring that organisational development activities take into consideration these arrangements.

11

Organisational Development Roadmap 2020-2030

Development of The Shire's Strategic Workforce Plan 2020 – 2030

The Shire's Strategic Workforce Plan 2020-2030 (the Plan) has been developed to provide a ten year road map for organisational development, responding to the aspirations of the community, priorities as set by Council and development needs of the workforce as identified by the Executive and Management Teams.

The Shire's Executive and Management teams were engaged to assess the Shire's key strategic projects and subsequent workforce needs, informed by the Shire's key strategic documents including the Strategic Community Plan 2017-2027 and Corporate Business Plan 2020-2024. Consideration was also given to the internal and external factors influencing the Shire's workforce, the current state of the workforce and identification of development needs.

In developing the Plan the Shire adopted the Integrated Planning and Reporting four step workforce planning methodology as outlined in the Government of Western Australia, Department of Local Government, Workforce Planning toolkit. The methodology as shown in in diagram 11 below ensures a comprehensive review of all aspects influencing organisational development and workforce planning.
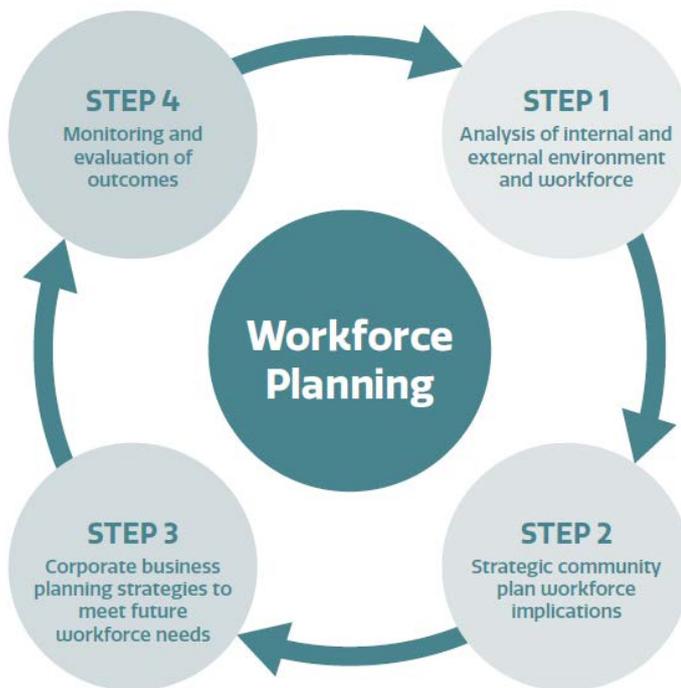

Diagram 11: Workforce planning methodology

The Strategic Workforce Plan 2020-2030

The 10- year Strategic Workforce Plan is captured as a one-page document, and included as appendix 1.

The Plan identifies the following, over three time horizons (1-3 years, 3-5 years and 5 – 10 years):

- The Shire's overarching organisational strategy and growth focus for each time horizon.
- The key known or anticipated external impacts for each time horizon.
- The Strategic Workforce Plan Theme for each time horizon.
- The Key Strategic Workforce Plan outcomes each time horizon.

The Plan is intended to act as the organisational development roadmap for the Shire, providing opportunities to examine the specific community and organisational priorities, and internal and external influences for each time horizon, producing key workforce considerations and targeted Workforce Plan Outcomes to respond.

The roadmap does not consider numbers of employees or FTE. Forecast of future staffing needs can be considered once current and future critical role analysis has been undertaken. It is important to note that this will act as a guide only, as specific projects and changing environments will require a flexible approach to forecasting numbers of FTE . It will be necessary to consider staffing needs on an annual basis to ensure positions reflect organisational need in line with budget.

The first time horizon in the Plan is 1-3 years representing the time period 2020 to 2023.

The Corporate Business Plan 2020-2024 identifies three key strategic projects for this period:

- Development of the Kiernan Park Recreation Precinct.
- Trails Development.
- Upgrade and long-term planning of the Shire's Administration Building and Operations Centre and Depot.

Each are identified as critical for the future planning and delivery of increased access to sport and recreation facilities, economic development, tourism opportunities and community and staff accommodation.

Further, during this period a number of transformational road and rail projects will commence, including Byford METRONET and Tonkin Highway extension projects, with these projects anticipated to further support economic and population growth within the Shire.

This period represents a strategic transition for the organisation to a phase of facilitation and delivery. In order to ensure the workforce is best placed to meet the requirements of this period, the key organisational development considerations are:

- Ensuring effective management of critical roles (to enable delivery).
- Development of work systems and structure, which serve to support effective delivery during this phase.
- Development of effective proactive attraction and retention programs to maintain incumbency in critical roles.

Workforce Programs 2020-2023

The Strategic Workforce Plan 2020-2030 is underpinned by six Key Workforce Programs that have been developed reflecting on the actions necessary to be undertaken to achieve the key Strategic Workforce Plan outcomes identified for the 1-3 year time horizon.

The Key Work Force Programs are comprehensive and cover a range of organisational development outcomes that are necessary to ensure the Shire has a well-developed and capable workforce.

A detailed overview of the Key Workforce Programs is included with this document as appendix 2 and identifies:

- Program category overview.
- Identification of 17 specific project/tasks/actions, outlined under the relevant program category.
- Relevant project ownership and accountability.
- Success metrics/performance indicators.
- Completion of review date.

The six concurrent workforce programs to be undertaken over the 2020-2023 time horizon are:

Diagram 12: Workforce Programs for the period 2020-2023

A summary of the Key Workforce Programs is provided below.

Program 1- Critical Role Management

As the Shire enters into a period of facilitation and delivery of significant community projects it is necessary to understand the current and future critical roles for the organisation, to ensure delivery outcomes can be achieved.

The actions to be undertaken under this program are a critical role assessment and gap analysis for current and anticipated future state to ensure tenure and recruitment of these roles can be prioritised. The actions also include a specific focus on skill development of staff in critical roles and succession planning to ensure vacancies in critical rules are planned for an have minimal contact.

Program 2- Capability Development

Actions under the capability development program have a specific focus on the development of capability within the organisation. With an initial focus on the development of capability amongst those in leadership positions, followed by development of capability amongst the wider workforce. This program also includes a wider approach to succession planning, focussed on all roles across the organisation.

Program 3- Attraction and Retention

Program 3 focuses on the attraction and retention of staff, including the development of an Employee Value Proposition and review of the recruitment methodology in order to increase the number of suitable candidates for vacant positions. Succession planning also plays a role in this program and assists to reduce 'unmanaged' turnover.

Program 4- Vision and Values

This program reflects the need to develop a contemporary vision and values for the organisation that reflects the current state of the community and organisation. The existing values were developed in 2014 and feedback from staff is that they do not identify with them. The developed vision and values are to be integrated into the leadership capabilities of the organisation.

Program 5- Work Systems and Structure

Program 5 reflects the changing nature of the work environment and the need to review office accommodation for staff. The review and embedding of work from home arrangements and flexible work arrangements are also captured in this program.

Program 6- Performance and Productivity

Equitable remuneration and flexible work practices are the focus of this program. Identified as one of the key reasons that employees leave the organisation, remuneration must be equitable across the organisation and competitive with the market in order to attract and

15

retain skilled staff. This program also focuses on defining productivity for roles across the organisation so that productivity can be monitored across a range of flexible working arrangements.

Review of the Workforce Plan 2020-2023

Review of the Strategic Workforce Plan 2020-2030 will be required prior to entering the next time horizon as outlined in the Plan and review will also be required when the Strategic Community Plan and Corporate Business Plan are reviewed. This will ensure the Strategic Workforce Plan 2020-2030 continues to reflect the priorities of the community and Council as outlined in these documents, and also continues to reflect the current state of the organisation.

The timeline for review is as follows:

<u>2020</u>

2020
Development of 10-year Strategic Workforce Plan 2020-2030 to capture:
- The Shire's overarching organisational strategy and growth focus for each time horizon
- The key known or anticipated external impacts for each time horizon
- The key strategic workforce focus required for each time horizon
- The Shire's strategic workforce objective for each time horizon

Development of Workforce Programs to address the Key Strategic Workforce Plan Outcomes for the 1-3 year period:
- Critical Role Management
- Capability Development
- Attraction and Retention
- Vision and Values
- Work Systems and Structure
- Performance and Productivity

<u>2020-2023</u>

2020-2023
Deliver the Workforce Programs, provide six monthly reports to Council on progress against Actions.

2023
Review of the content of the Strategic Workforce Plan 2020-2030, to reflect current state arrangements and development of the Workforce Programs to address the Key Strategic Workforce Plan Outcomes for the 3-5 year period.

Review of the content of the Strategic Workforce Plan 2020-2030, to reflect the reviewed Strategic Community Plan.

16

Present a report to Council on achievements in delivering the Workforce Programs 2020-2023 and seek endorsement of the Workforce Programs for the 3-5 year period.

2023-2025

2023-2025
Deliver the Workforce Programs, provide six monthly reports to Council on progress against Actions.

2024

Review of the content of the Strategic Workforce Plan 2020-2030, to reflect the reviewed Corporate Business Plan.

2025
Review of the content of the Strategic Workforce Plan 2020-2030, to reflect current state arrangements and development of the Workforce Programs to address the Key Strategic Workforce Plan Outcomes for the 5-10 year period.
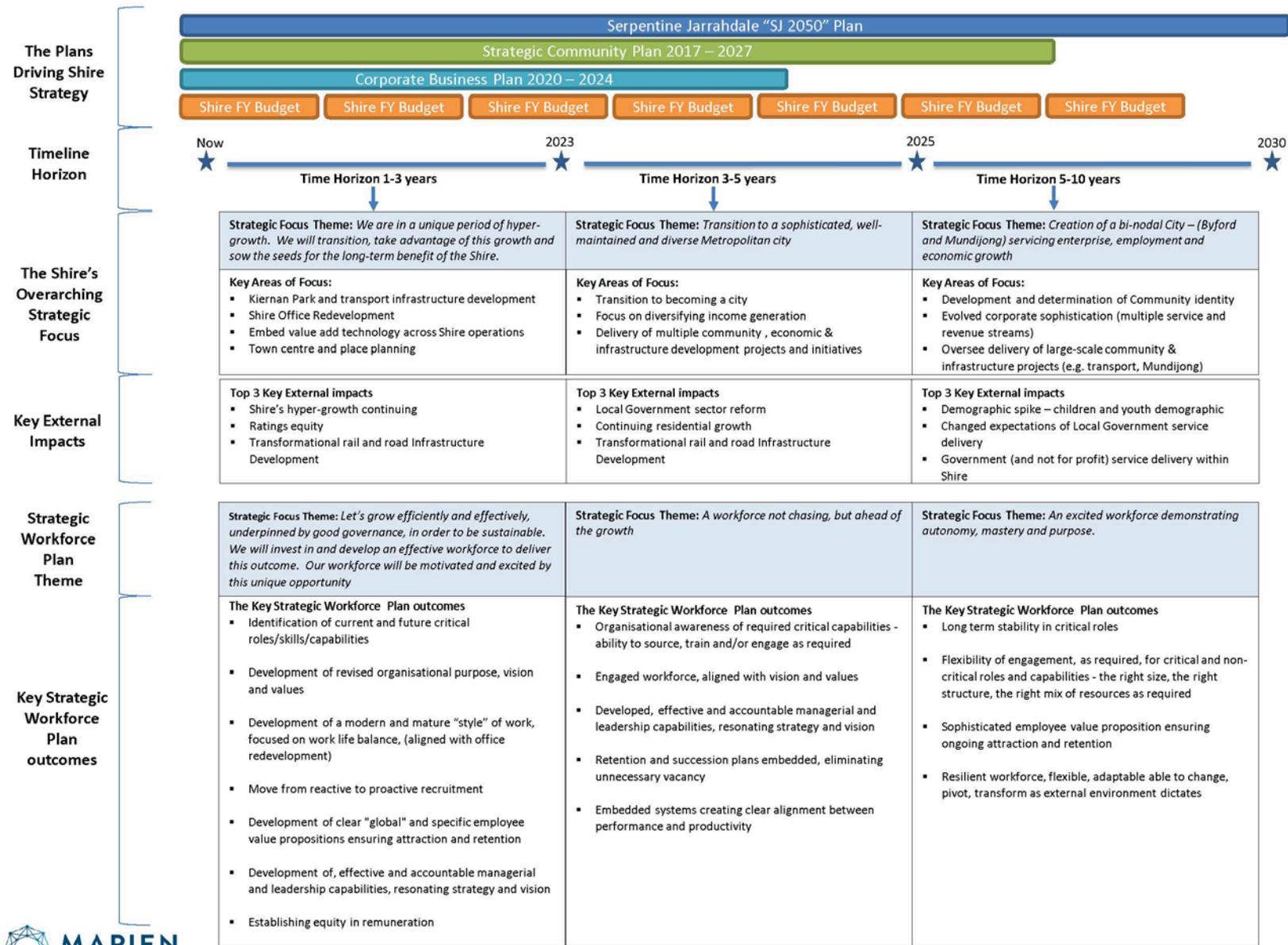
Present a report to Council on achievements in delivering the Workforce Programs 2023-2025 and seek endorsement of the Workforce Programs for the 5-10 year period

2025-2030
Deliver the Workforce Programs, provide six monthly reports to Council on progress against Actions.

Consider future approach to workforce development.

17

Strategic Workforce Plan "On a Page" (2020 -2030)

Shire of Serpentine Jarrahdale

The Plans Driving Shire Strategy

Serpentine Jarrahdale "SJ 2050" Plan

Strategic Community Plan 2017 – 2027

Corporate Business Plan 2020 – 2024

Shire FY Budget | Shire FY Budget | Shire FY Budget | Shire FY Budget | Shire FY Budget | Shire FY Budget | Shire FY Budget

Timeline Horizon

Now — 2023 — 2025 — 2030

Time Horizon 1-3 years | Time Horizon 3-5 years | Time Horizon 5-10 years

The Shire's Overarching Strategic Focus

Strategic Focus Theme: *We are in a unique period of hyper-growth. We will transition, take advantage of this growth and sow the seeds for the long-term benefit of the Shire.*	**Strategic Focus Theme:** *Transition to a sophisticated, well-maintained and diverse Metropolitan city*	**Strategic Focus Theme:** *Creation of a bi-nodal City – (Byford and Mundijong) servicing enterprise, employment and economic growth*
Key Areas of Focus: ▪ Kiernan Park and transport infrastructure development ▪ Shire Office Redevelopment ▪ Embed value add technology across Shire operations ▪ Town centre and place planning	**Key Areas of Focus:** ▪ Transition to becoming a city ▪ Focus on diversifying income generation ▪ Delivery of multiple community , economic & infrastructure development projects and initiatives	**Key Areas of Focus:** ▪ Development and determination of Community identity ▪ Evolved corporate sophistication (multiple service and revenue streams) ▪ Oversee delivery of large-scale community & infrastructure projects (e.g. transport, Mundijong)

Key External Impacts

Top 3 Key External impacts ▪ Shire's hyper-growth continuing ▪ Ratings equity ▪ Transformational rail and road Infrastructure Development	**Top 3 Key External impacts** ▪ Local Government sector reform ▪ Continuing residential growth ▪ Transformational rail and road Infrastructure Development	**Top 3 Key External impacts** ▪ Demographic spike – children and youth demographic ▪ Changed expectations of Local Government service delivery ▪ Government (and not for profit) service delivery within Shire

Strategic Workforce Plan Theme

Strategic Focus Theme: *Let's grow efficiently and effectively, underpinned by good governance, in order to be sustainable. We will invest in and develop an effective workforce to deliver this outcome. Our workforce will be motivated and excited by this unique opportunity*	**Strategic Focus Theme:** *A workforce not chasing, but ahead of the growth*	**Strategic Focus Theme:** *An excited workforce demonstrating autonomy, mastery and purpose.*

Key Strategic Workforce Plan outcomes

The Key Strategic Workforce Plan outcomes ▪ Identification of current and future critical roles/skills/capabilities ▪ Development of revised organisational purpose, vision and values ▪ Development of a modern and mature "style" of work, focused on work life balance, (aligned with office redevelopment) ▪ Move from reactive to proactive recruitment ▪ Development of clear "global" and specific employee value propositions ensuring attraction and retention ▪ Development of, effective and accountable managerial and leadership capabilities, resonating strategy and vision ▪ Establishing equity in remuneration	**The Key Strategic Workforce Plan outcomes** ▪ Organisational awareness of required critical capabilities - ability to source, train and/or engage as required ▪ Engaged workforce, aligned with vision and values ▪ Developed, effective and accountable managerial and leadership capabilities, resonating strategy and vision ▪ Retention and succession plans embedded, eliminating unnecessary vacancy ▪ Embedded systems creating clear alignment between performance and productivity	**The Key Strategic Workforce Plan outcomes** ▪ Long term stability in critical roles ▪ Flexibility of engagement, as required, for critical and non-critical roles and capabilities - the right size, the right structure, the right mix of resources as required ▪ Sophisticated employee value proposition ensuring ongoing attraction and retention ▪ Resilient workforce, flexible, adaptable able to change, pivot, transform as external environment dictates

MAPIEN WORKPLACE STRATEGISTS
Advise · Implement · Represent

Proposed Program Category	• What does success look like over 1-3 years under this Category	Project/Tasks/Actions under Program Category	Accountability	Management of Task/Action	• Success Metrics/ Performance Indicators	Completion Date
Program 1 Critical Role Management	• The Shire has detailed and fulsome awareness of current and future critical roles /skills/ capabilities • The Shire is able to source, train and/or engage critical roles /skills/ capabilities to support increased project delivery as required • Stability in critical roles, with little-to-no harmful "time to fill" for critical roles	1) Current State Critical Role Analysis Project a. HR to develop assessment methodology b. Each manager to conduct critical role assessment of current workforce c. Gap analysis conducted to determine currently vacant critical roles	Executive (HR) For completion of project Managers For their division	Project framework created by HR Task undertaken by Managers - Project facilitated by HR	• All current critical roles, across whole Shire, identified and catalogued Priority in recruitment given to critical roles identified - leading to reduction of critical role vacancies	1 April 2021
		2) Future State Critical Role Analysis Project a. Relevant Executive enable management to undertake strategic planning assessment for personnel b. Each manager to conduct critical role assessment of current workforce - Across timelines 2-3yrs & 3-5yrs c. Gap analysis conducted between current and future critical roles	Executive (HR) - For completion of project Managers - For their division	- Executive enable Managers with relevant information to undertake strategic personnel planning. - Project framework created by HR - Task undertaken by Managers - Project facilitated by HR	• Critical roles for whole Shire identified Future state critical role identification informs succession planning, capability development and workforce planning • Project facilitates a reduction of critical role vacancies	30 June 2021
		3) Succession planning program development a. HR and managers develop bespoke role and divisional and role specific succession plans b. Specific focus on developing current and future critical roles/skills/knowledge	Executive (HR) - For completion of project Managers - For their division	- Project framework created by HR - Task undertaken by Managers - Project facilitated by HR	• Succession planning program embedded within each management directorate • 90% of roles filled within timeframe requested by business unit	1 September 2022

1

					Reduced 'unmanaged' turnover	
Program 2 Capability Development	• Development of effective and accountable managerial and leadership capabilities • Development of systems which support the development of, and enable assess to, current and future critical skills - as required. • Development of training systems which actively enable and support progress towards mastery. • Systems facilitating job learning and personal development, which promote job satisfaction	4) Leadership Capability Development Program a. Specific focus on creation and development of "effective and accountable" managerial capabilities	Executive (HR) -For completion of project Managers -Accountable for input, engagement, and development of capabilities	- Project framework created by HR - Task undertaken by Managers - Project facilitated by HR	• Increase in positive leadership feedback metrics in employee engagement survey Improvement in relevant "leadership" performance review indices for each manager	31 March 2021

		5) Capability development program
		   a. HR develop Shire wide Capability development program, with relevant input from Management working group
		   b. Management responsible for implementation of program
		   c. Specific focus on developing current and future critical roles/skills/knowledge
			Executive (HR)
			- For completion of project Managers
			- For implementation within their division
				- Project framework created by HR (with input from management working group)
				- Task undertaken by Managers -
				Project facilitated by HR
					• Project facilitates a reduction of critical skill deficiencies
					• Increased job satisfaction metrics in employee engagement survey Reduced 'unmanaged' turnover
						30 June 2021

		6) Succession planning program development
		   a. HR and managers develop bespoke role and divisional specific succession plans
		   b. Specific focus on developing current and future critical roles/skills/knowledge
			Executive (HR)
			- For completion of project Managers
			- For their division
				- Project framework created by HR
				- Task undertaken by Managers -
				Project facilitated by HR
					• Succession planning program embedded within each management directorate Reduction in "time to fill" for vacant critical roles
					• Reduced 'unmanaged' turnover
						1 February 2022

2

Program 3 Attraction and Retention	• A move from reactive to proactive recruitment
	• Elimination of unnecessary vacancies or damaging lag in 'time to fill' Significantly reduce 'unmanaged' turnover, significant increase in retention Shire transition into an attractive employment prospect for a wide range of prospective employees
		7) Employee Value Proposition (EVP) Project
		  a. Shire wide EVP developed
		  b. Divisional specific EVP developed
		  c. Critical role specific EVP developed
			Executive (HR)
			-For Shire wide EVP
			-For completion of project Managers
			- For divisions and critical roles EVP
				- Project framework created by HR
				- Task undertaken by Managers - Project facilitated by HR
					• Reduction in "time to fill"
					• Increase in number of suitable candidates per advertised role Increased job satisfaction metrics in employee engagement survey Reduced 'unmanaged' turnover
						1 October 2021

		8) Review of current Recruitment methodology
		  a. HR to undertake a detailed review of current recruitment methodology
		  b. Management workgroup created to assist review
		  c. Specific focus on transition from reactivity to developing proactive attraction and retention methodologies
			Executive (HR)
			- For completion of project HR Manager
			- For conducting review
				- Review undertaken by HR
				- Management input obtained
					• Review conducted and completed Identification of a number of recruitment programs and methodologies to facilitate proactivity in recruitment function	30 June 2021

		9) Succession planning program development
		  a. HR and managers develop bespoke role and divisional specific succession plans
		  b. Specific focus on developing current and future critical roles/skills/knowledge
			Executive (HR)
			- For completion of project Managers
			- For their division
				- Project framework created by HR
				- Task undertaken by Managers
				- Project facilitated by HR
					• Succession planning program embedded within each management directorate Reduction in "time to fill" for vacant critical roles Reduce 'unmanaged' turnover	1 February 2022

Program 4 Vision and Values	• The Shire has a clear and accurate organisational purpose, vision, and values – understood and embraced by all staff	10) Vision and values development project
		  a. Executive and management engage in a Shire Vision and values development project
		  b. Specific focus on developing vision and values which genuinely reflect the current and future shire, and resonate with staff and community
			Executive (all)	- Project commenced by Executive
				- Management and staff engaged
					• Project completion developing vision and values which genuinely reflect the current and future shire, and resonate with staff and community	1 September 2022

3

Ordinary Council Meeting - 19 October 2020

		11) Vision and values staff engagement project
		  a. HR to own and manage engagement project
		  b. Management workgroup created to assist creation and rollout of project
			Executive (all)	- Project managed and facilitated by HR, with relevant manager input	• Project completion
					• Increase in vision and value alignment metrics in employee engagement survey
						30 December 2021

		12) Leadership Capability Development Program
		  a. Specific focus on creation and development of alignment with "vision and values"
		  b. **HR is currently finalising a leadership capability project which may assist this.
			Executive (HR)
			-For completion of project Managers
			-Accountable for input, engagement, and development of capabilities
				- Project framework created by HR
				- Task undertaken by Managers - Project facilitated by HR
					• Increase in positive leadership feedback metrics in employee engagement survey
					Increase in vision and value alignment metrics in employee engagement survey
						30 December 2022

Program 5 Work Systems and Structure	• A modern and mature "style" of work is
	• developed at the Shire This new style of work informs, is informed by and is aligned with the office redevelopment This style of work
	• enables work life balance and maintenance of energy and positivity around work
		13) Creation of a "modern work systems and office redevelopment" working group
		  a. A Managerial workgroup tasked with researching, and engaging management and staff regarding modern work systems
		  b. Workgroup engages with office redevelopment interface and provided input regarding new styles of work, how they can inform, or be informed by and aligned with the office redevelopment
			Executive
			- For completion of project Managerial workgroup
			- For input and engagement
				- Undertaken by Management workgroup	• Report completed
					Interface, engagement and input into office redevelopment
						1 July 2021

		14) Work systems review – assess viability and implementation of flexible work practices
		  a. The same or different management workgroup responsible for specific focus on flexibility in work systems
		  b. Review current work systems for each department – pre and post COVID19
		  c. Recommend viability and implementation of flexible work systems for various roles, divisions
		  d. HR to develop suitable policy and procedure framework
			Executive (HR)
			- For completion of project Managers
			- For their division
				- Undertaken by Management workgroup
				- Facilitated by HR
					• Report completed
					New policy and procedure framework implemented
					• Increase in job satisfaction and identification of work flexibility in employee engagement survey
					• Increased retention
						1 December 2021

4

Program 6 Performance and Productivity	• Remuneration equity achieved across Shire • Development of a fulsome and divisional specific understanding of productivity • Embedded workforce systems which align performance and productivity Modern work systems which both promote work life balance and promote productivity	15) Remuneration relativity project a. Multi component project undertaken by HR, including comparative competency review, remuneration banding review, comparative market assessment review	Executive (HR) - For completion of project HR Manager - For conducting review	- Review undertaken by HR - Management input obtained	•• Remuneration relativity report completed Amendments to remuneration implemented to facilitate equity	1 July 2021

		16) Productivity designation project
		  a. A Managerial workgroup tasked with researching, and engaging management to develop both whole of organisation and divisional specific definitions of productivity
		  b. Workgroup engages with executive and HR to provide input on interface between productivity, new styles of work, modes of remuneration and flexibility, to inform relevant decisions
			Executive
			- For completion of project Managerial workgroup
			- For input and engagement
				-Undertaken by Management workgroup
				-Facilitated by HR
					• Report completed
					• Interface, engagement and input into decisions regarding new systems of work, flexibility and remuneration
						1 December 2021

		17) Review of remuneration and reward
		  a. HR to undertake a detailed review of current remuneration and reward methodology
		  b. Management workgroup created to assist review
		  c. Specific focus on transition into new systems of work and increased flexibility
			Executive (HR)
			- For completion of project HR Manager
			For conducting review
				- Review undertaken by HR
				Management input obtained
					• Review conducted and completed
					• Identification of a number of remuneration and reward methodologies to enable and support facilitate productivity
						1 December 2021

5