

Workforce Plan 2022-2026 SHIRE OF WANDERING

Version 1.0– Adopted 15/07/2021



Table of Contents

1	Introduction	3
2	Elements of the Integrated Planning Framework	4
3	The Four Steps of Workforce Planning	5
4	Step 1 – Where are we now?	7
4.1	Age – Gender Profile	7
4.2	Years to Retirement	7
4.3	Gender Profile	8
4.4	Staff Tenure	8
4.5	Employment Status	8
4.6	Industry of Employment Profile	9
4.7	External factors	9
4.7.1	Skills shortages	9
4.7.2	Ease of access to nearby labour markets	10
4.8	Turnover	11
4.9	Additional Comments on External Environment	11
4.10	Current Organisational Structure	12
5	Step 2 – Community Strategic Plan Workforce Strategies	14
6	Step 3 - Workforce Implications of the CSP and CBP	14
6.1	Analysis of gaps, issues, risks which have workforce implications	14
6.2	Research and Development of Improved Corporate (Administrative) Systems	14
6.3	Governance and Legislative Compliance	15
6.4	Critical positions	15
6.5	Strategies to Meet Future Workforce Needs	18
6.5.1	Workforce Planning through 2020/20 and beyond	18
6.5.2	Business-As-Usual and CBP Workforce Projections	18
6.5.3	Shire Total Workforce Projections	19
6.5.4	Link to Financial Plan	19
6.5.5	Strategies to Meet Future Requirements and Service Delivery	20
6.6	Alignment to Asset Management and Information Technology	21
7	Step 4 - Monitoring and Evaluation	22
7.1	How do we know when we have achieved the objectives of the SCP and CBP?	22
7.2	Staff Satisfaction Survey	22
7.2.1	Survey Details	22
7.2.2	Purpose	22
7.2.3	How to complete the form	23
7.2.4	Employment Data	23
7.2.5	Functions, Capacity and Capability	24
7.2.6	Skills and Knowledge	24
7.2.7	Staff Feedback	25

1 Introduction

The Shire of Wandering's first Workplace Plan was developed in 2013. The Workforce plan is reviewed annually and changes made accordingly.

Workforce planning is "a continuous process of shaping the workforce to ensure that it is capable of delivering organisational objectives now and into the future" (ANAO, 2004).

Workforce Planning:

- is continuous, not a one-off activity
- is a process, not a static action or set of actions
- is about shaping the workforce with a clearly identified purpose and to bring about particular changes
- has its purpose linked with organisational objectives, and
- applies not just to the current workforce but anticipates future workforce requirements.

Workforce Planning enables the Shire of Wandering to:

- respond quickly and more strategically to change by recognising emerging challenges
- improve efficiency, effectiveness and productivity by having employees with the right knowledge and skills and who are a good fit for the job they are in
- facilitate strategic staffing and planning for future workforce requirements by identifying these in a timely manner, monitoring staff separations and deciding to fill key vacancies
- strengthen the organisation's capacity to achieve the outcomes of the Community Strategic Plan and Corporate Business Plan
- encourage understanding of the organisation's workforce profile so that existing workforce capacity can be maximised and the future workforce shaped as needed
- assist with identifying and managing people with the knowledge critical for efficient and effective business operations, and managing corporate memory
- adapt and integrate management and business processes, technology and systems and adjust organisational structure to use resources most effectively
- monitor costs and directly link workforce expenditure against business outputs and outcomes, and
- strengthen the Shire through stronger career paths and staff development.

Ongoing communication about Workforce Planning across the whole organisation and with stakeholders is essential as:

- employees need to know what is happening, how this may affect them and what opportunities there may be in the future
- all negotiations regarding industrial relations matters need to be undertaken within the context of workforce review and future planning
- professional associations can assist the process through professional development initiatives and support for individuals through mentoring and advice on career opportunities and development, and
- associated service providers, including those working with local governments on Workforce Planning and systems development, will require knowledge and understanding of workforce planning and implementation.

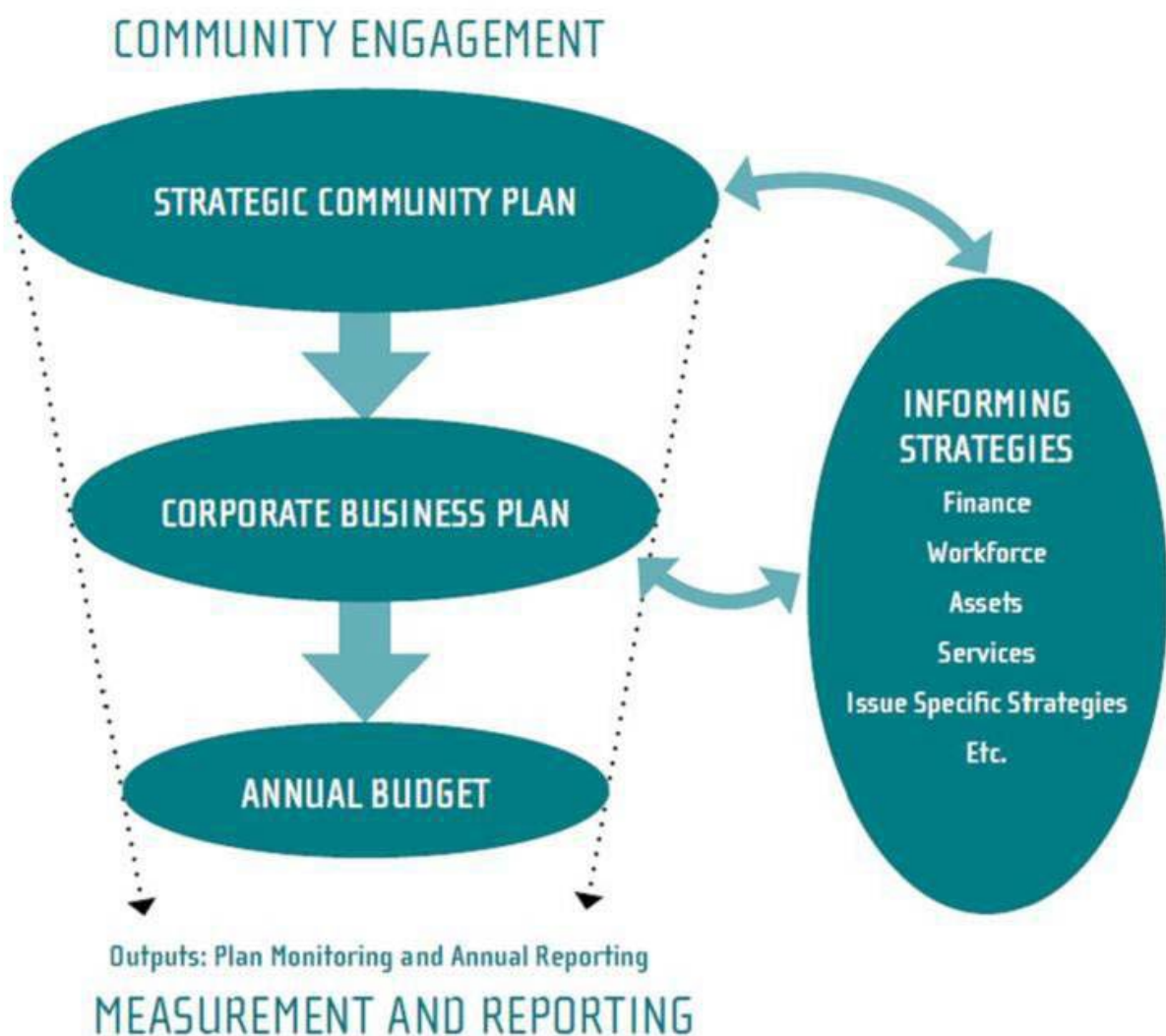
2 Elements of the Integrated Planning Framework

The Department of Local Government introduced regulations which established requirements for local governments in Western Australia. All local governments, including the Shire of Wandering, are required to have an Integrated Planning and Reporting Framework (IPR) which consists of several strategic and operational plans. These documents will drive the development of the Annual Budget and will ultimately help local governments plan for the future of their communities.

After a process of community consultation, the vision and aspirations of the community are articulated in the Shire's Community Strategic Plan (CSP) which sets out the ten- year objectives and strategies within which the operational activities will be delivered.

The Corporate Business Plan (CBP) is the Shire's four year operating plan and outlines specific projects, programs and services to achieve each of the aspirational outcomes, community objectives and strategies contained within the Shire's CSP.

The CBP aligns with the Shire's resourcing plans to demonstrate both the operational and financial capacity to achieve community outcomes over the medium term. As such, this Workforce Plan aligns with the CBP to ensure the workforce needs and limitations are addressed. The Workforce Plan is a resourcing strategy to coordinate the human resource requirements for delivering the Shire's operations.



3 The Four Steps of Workforce Planning



STEP 1: ANALYSIS OF INTERNAL AND EXTERNAL ENVIRONMENT AND WORKFORCE

Where are we now?

- Knowledge and understanding of your local government Knowledge and understanding of the external environment Current organisational structure
- Current workforce Analysis of workforce data
- Financial analysis of total workforce costs
- Current risks associated with carrying out the business of local government

STEP 2: COMMUNITY STRATEGIC PLAN WORKFORCE IMPLICATIONS

What are the workforce implications of our Community Strategic Plan?

- Outcomes of community consultation and clarity of community expectations Community Strategic Plan vision, priorities and objectives
- Analysis of gaps, issues, risks which have workforce implications Current and future operating environment

STEP 3: STRATEGIES TO MEET FUTURE WORKFORCE NEEDS

What strategies can we put in place to meet future requirements?

- Policies and processes which support integration of workforce considerations across the organisation? How do you deliver services and facilities, structure your workforce?
- Corporate Business Plan and Workforce Planning actions Performance measure indicator information
- Organisational and workforce development, cost modelling and workforce supply, ongoing monitoring processes Developing workforce resources

STEP 4: MONITORING AND EVALUATION OF OUTCOMES

How do we know when we have achieved the objectives of the Community Strategic Plan?

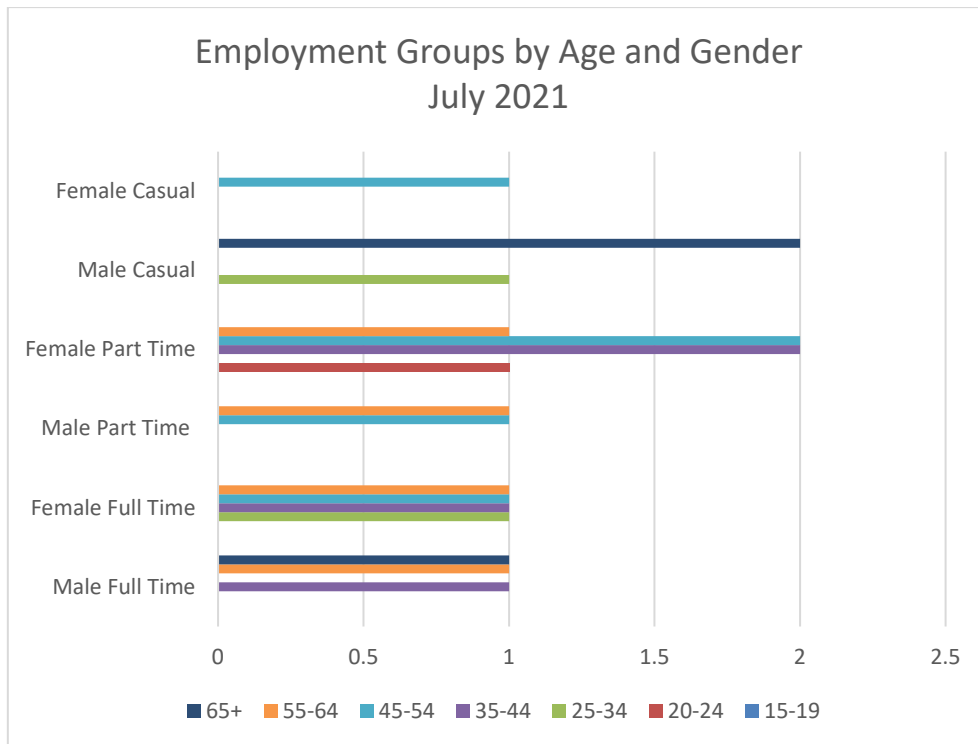
- Have you delivered Workforce Planning and Community Strategic Plan outcomes including agreed community expectations?
- Have you achieved / made progress towards planned outcomes for the workforce and organisation? What progress have you made against performance measurement indicators?

- Has there been a reduction against risk indicators?

4 Step 1 – Where are we now?

4.1 Age – Gender Profile

The current age statistics for Shire of Wandering employees (permanent and casual) are as follows:



It will be important that the Shire has training, development and succession planning to support younger age groups develop the right skills and competencies for leadership roles in the future. This also requires a fundamental shift within the existing leadership culture and recruitment practices, to encourage consideration and appointment of younger, but equally suitable employees, into leadership roles.

It will also be important that the Shire develop programs that engage and retain youth within the Shire, and conversely look at options for transitioning to retirement for employees who are due to retire in the coming years.

Given the age of current Shire staff it will be important that mature employees (i.e. 60 years and over) who undertake a critical role within the Shire and are identified as positive role models for supporting a succession planning process, are provided options to support them to continue to work at the Shire, whilst their corporate knowledge is passed onto other employees through a planned approach.

It will be critical that the Shire is able to engage with the youth in the community and promote the opportunities of working in Local Government.

4.2 Years to Retirement

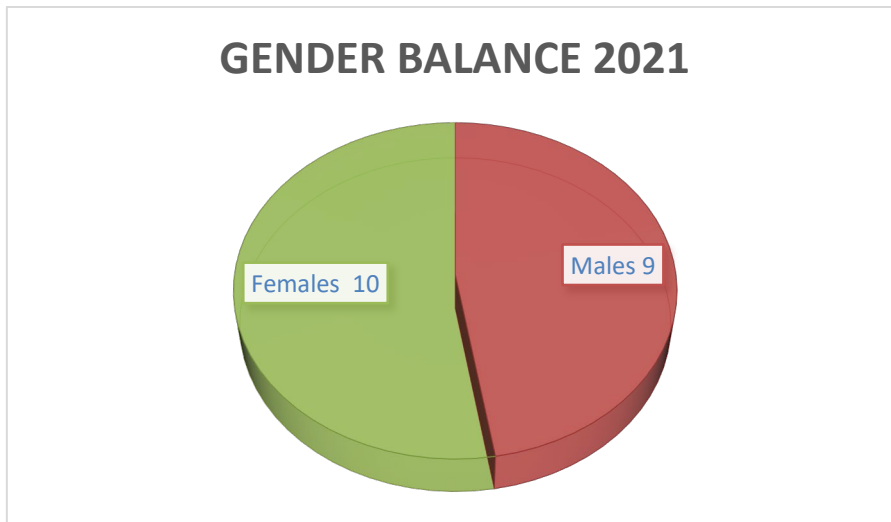
When reviewing the data for Shire of Wandering employees, it is noted that 63% of staff are eligible to retire in the next 10 years, with 37% eligible to retire in the next five years.

Given this information, it will be important that the Shire has in place effective succession planning strategies to ensure there is a pool of future leaders within the organisation. It will also be important to look at transition to retirement options, part-time work and the effective on-boarding of youth (and all new employees) to ensure the skills of the retiring employees are not lost when they leave the organisation.

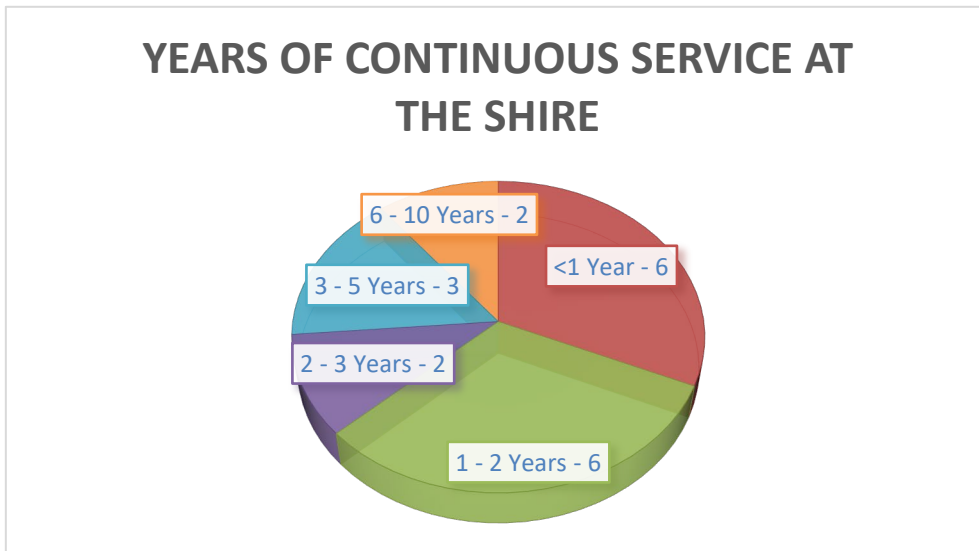
To assist in this process the strategies in the Equal Employment Opportunity & Diversity Plan will be important and will provide support to staff as they progress towards retirement.

4.3 Gender Profile

In 2021 the overall total split for employees is 47% males and 53% females for the Shire.

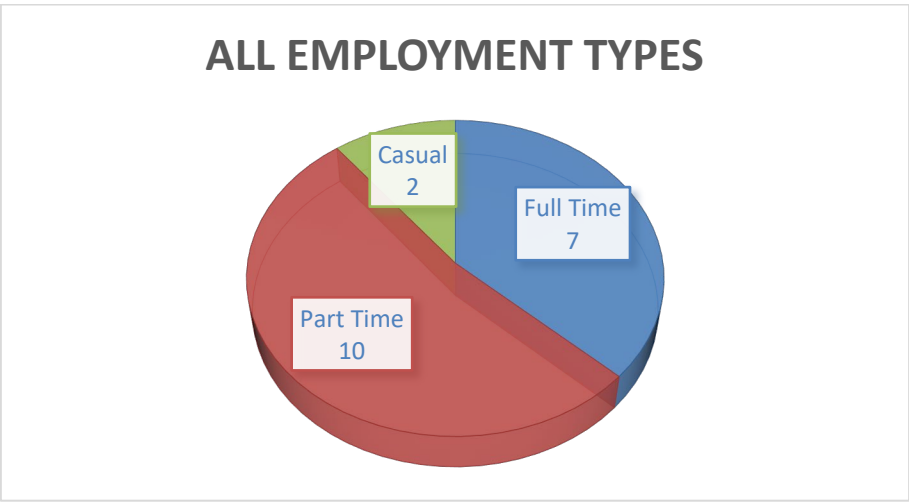


4.4 Staff Tenure



4.5 Employment Status

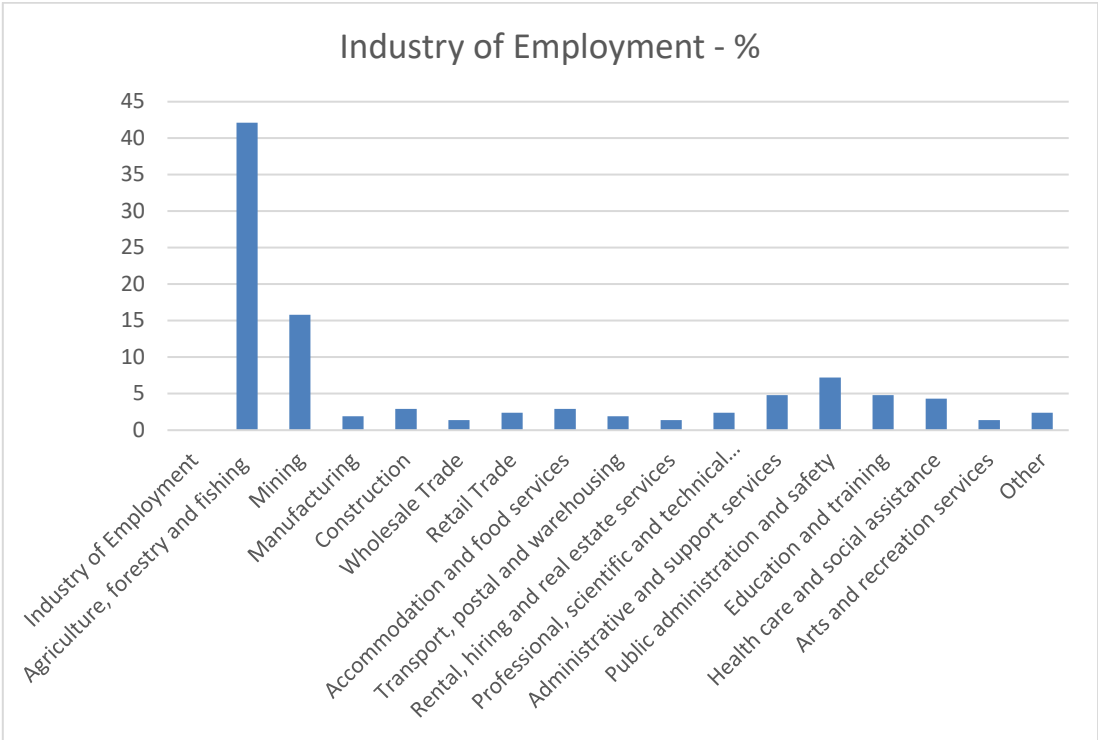
Permanent full-time staff make up 37%, with 53% employed on a permanent part time and 11% on a casual basis. Casual positions are aligned to operations that fluctuate due to seasonal operations and leave cover.



4.6 Industry of Employment Profile

When considering the industry of employment of the Shire's residents the majority are working in the agricultural (42.1%), or mining industry (15.8%).

The areas in high demand at the Shire, and the main industries for turnover which requires ongoing recruitment are administration and support services, and professional and public administration industries. Only 14.4% of overall Shire residents work in these industries. Potentially, this means future employees will need to be attracted from outside the Shire. The Shire will need to look at specific strategies to attract potential employees and retain them once commenced. Amenities to encourage non-residents to the area include access to childcare, flexible working arrangements, provision of housing and access to health facilities and recreation centres to support health and wellbeing.



Source: Australian Bureau of Statistics - 2016

4.7 External factors

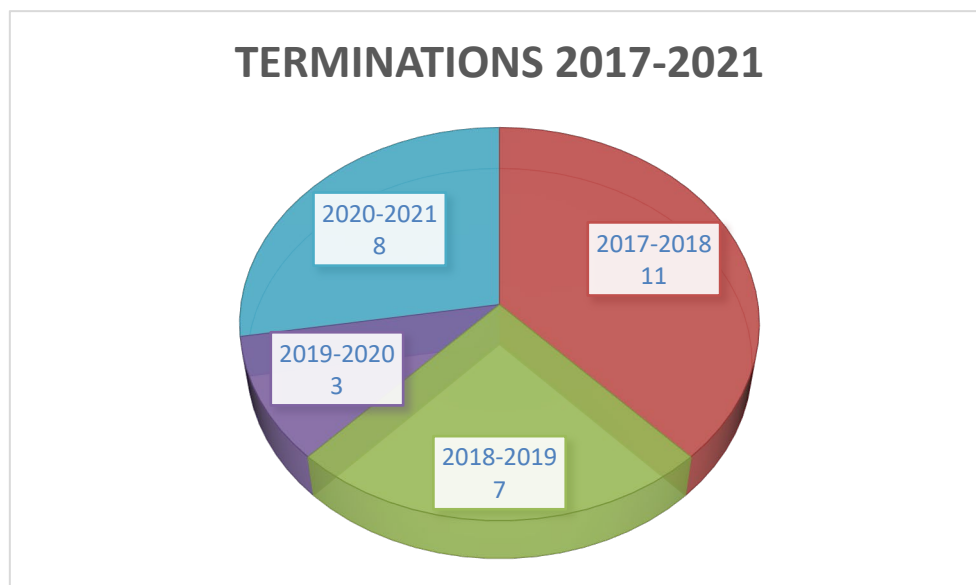
4.7.1 Skills shortages

Skills shortage is a major issue confronting Western Australia, not just Wandering Council. Western Australia's workforce is not growing fast enough to keep pace with the labour and skill needs of a range of industries, particularly mining. The causes of the skill shortage relate to technological change, ageing population, training and education and life and family commitments.

4.7.2 Ease of access to nearby labour markets

Wandering is situated within an easy commute to larger labour markets. With employment available in these markets, Council is forced to compete for skilled workers within the remuneration constraints of the relevant Industry Awards.

4.8 Turnover



4.9 Additional Comments on External Environment

The Shire of Wandering faces the similar environment as many local governments in Western Australia, these are:

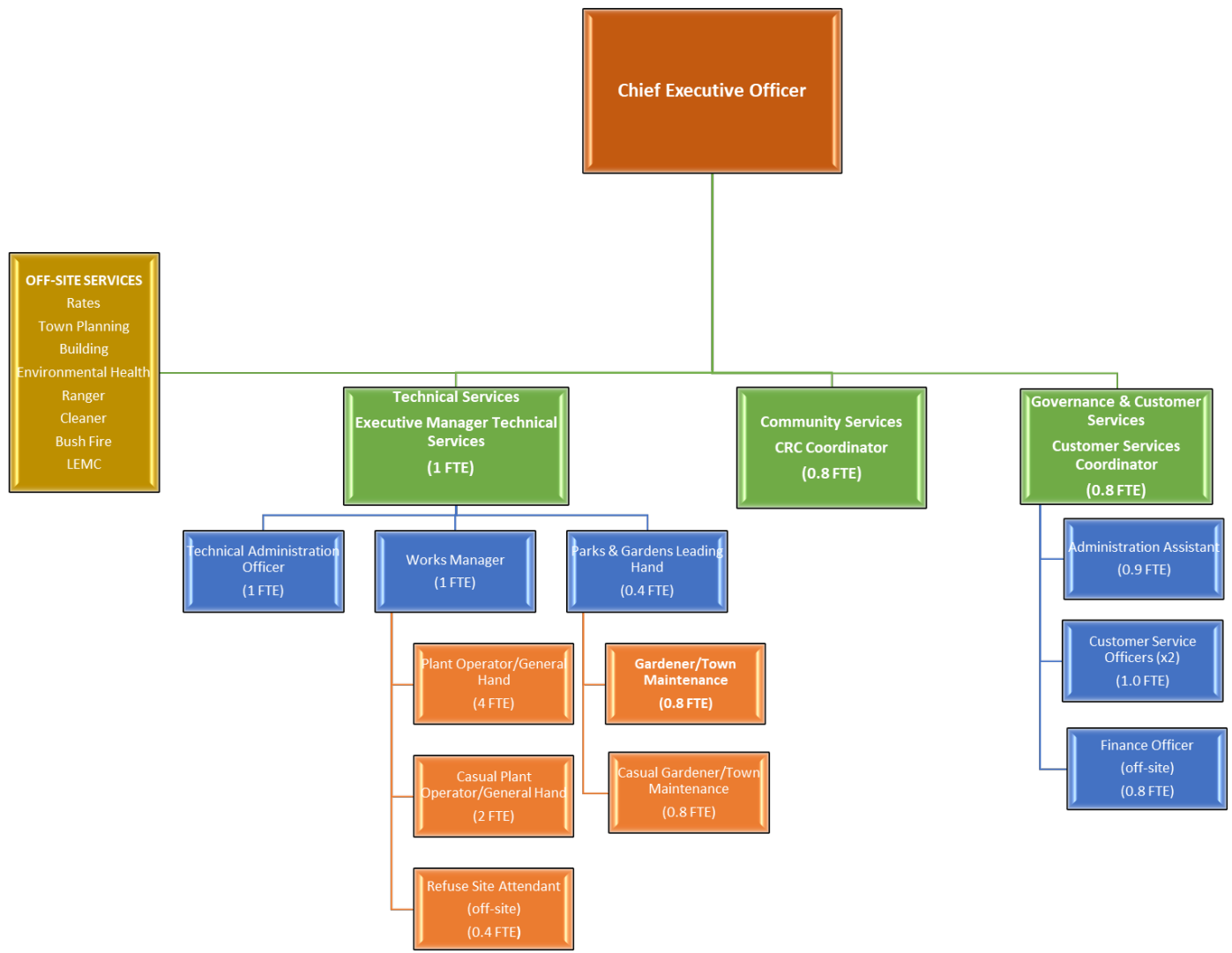
- Working in a local council is not necessarily considered a highly desirable career ambition for those entering the workforce. The Shire may wish to consider its approach towards recruitment and how it markets itself to better engage with the local youth, and promote the many benefits and career opportunities that exist by working for a key local organisation.
- The Shire's recruitment strategy should also be geared towards internal promotions with this seen as a positive opportunity for existing staff to help retain locally recruited talent.
- Externally the Shire can strengthen its profile with local students early in their studies; there is a real potential opportunity to capture some of the best local youth both whilst they study (as trainees) once they graduate

The Shire's approach is to ensure there is a pro-active effort towards addressing future gaps. Managers and Supervisors have been assigned, and will be held accountable for developing contemporary systems within:

- Attract, Recruit and Retain;
- Build, Develop and Educate;
- Inclusive Design;
- Engage and Collaborate;
- Lead and Inspire; and
- Workforce Planning.

An important element of effectively implementing these initiatives is ongoing leadership development, incorporating senior staff members. This is a significant first step towards introducing succession planning, holding leaders accountable for performance management and for developing members within their teams.

4.10 Current Organisational Structure



5 Step 2 – Community Strategic Plan Workforce Strategies

The Shire acknowledges that it is growing and the structure of the Shire needs to be flexible and responsive to this growth. In response, the Shire has budgeted in the coming years to review its workforce to ensure it is able to meet anticipated growth, as well as ensure it is resourced to an adequate level to successfully achieve the outcomes of the Community Strategic Plan and commitments made through community consultation.

Although restructuring the Shire's organisational structure can be an effective solution for some issues, the Shire does also recognise there is a critical need to adjust work processes, practices, and systems for improved effectiveness and efficiency. As an example of work to date, much work has been done to enable the Shire to move away from paper-intensive and manual processes for many operational areas.

6 Step 3 - Workforce Implications of the CSP and CBP

This Workforce Plan is a key input document to the Integrated Planning and Reporting Framework. Given the projected growth of the Shire and the community expectations outlined in the CSP, there will be constant pressure on staff to deliver the CBP objectives. Workforce planning at the Shire is essential in order to map out the staffing requirements and the strategies required over the medium term to address this.

6.1 Analysis of gaps, issues, risks which have workforce implications

Many of the objectives that support the aspirations of the community require the Shire to respond and act. Many projects are planned in the next four years that will support the achievement of these objectives. However, the increase in work that is required to deliver on these projects will put pressure on an already busy organisation and workforce. In order to deliver the projects and business-as-usual local government services, the workforce of the Shire is projected to increase over the next 4 years. However, the increased workload cannot only be addressed by increasing the Shire's workforce full time equivalent (FTE) staff numbers – it must also adjust a combination of changing skills and competencies, as well as introduce increased efficiency and business systems to support that increase in efficiency.

Based on the community needs of the Shire, there are potential workforce issues that must be addressed in the coming years. The Shire should identify areas where it can more effectively utilise information technology to improve efficiencies. Since the first workforce plan, additional efficiencies have been implemented including moving away from paper-based record systems for everything from correspondence to financial records.

6.2 Research and Development of Improved Corporate (Administrative) Systems

One of the highest risks and challenges for the Shire to meet its future operational needs, (whilst working within a realistic workforce FTE) will be the recruitment and/or development of employees to review the existing practices and introduce new more efficient solutions. This needs to be balanced by finding capacity to focus on efficiency improvement whilst continuing to respond to business as usual (BAU). The Shire currently does not have the resources to dedicate to this task, and this will need to be addressed in the future.

Equally, once the systems are developed and ready for implementation, it will require skilled and dedicated employees to initially train the other employees within the business; provide ongoing advice and support; and to ensure actual implementation of those systems, and ongoing compliance monitoring. Care must be taken not to overburden the CEO with this task, and the need to upskill staff is paramount.

Consideration should be given to additional housing being built specifically to house future employees. To gain the best applicants for positions accommodation would be one of the incentives required to offer potential candidates.

6.3 Governance and Legislative Compliance

There is an increasing need for local government employees, at all levels, to have more understanding and awareness of governance and legislative compliance requirements. This is nowhere more evident than safety compliance.

Again, future recruitment and promotional practices for all employees, but particularly the appointment to leadership roles, must have a focus upon building a safety culture through training and awareness.

To address the current gap and risk, the Shire is committed to funding Occupational Safety and Health training. This includes reviewing all safety systems across the Shire; for co-ordinating safety training across all positions; and reviewing and addressing our current compliance risks. The intent is that safety will be embedded into the business through the development of a safety culture in all employees but especially those within a leadership role.

The Shire acknowledges the need for improved compliance reporting across a range of activities including safety, procurement, misconduct, etc. and has commenced a process of developing a 'training matrix'. This process entails working across the business to collate a capabilities matrix for all positions, to ensure the Shire's future training calendar adequately responds to the Shire's compliance needs, especially as it relates to safety. Again however, this will require significant future investment in training, which the Shire is preparing for by developing learning packages for mandatory compliance training, and auditing all other training to identify cost efficiencies in regards to procuring expert training providers and contractors through a more coordinated approach.

6.4 Critical positions

Extreme and high risk positions should be the organisation's top priority when developing workforce planning strategies. The Shire currently finds itself in an unenviable position of having both the CEO and EMTS with contracts finishing within one month of each other. This will need to be addresses in the short-time to avoid it happening in the future.

A position may be deemed extreme or high:

- a) If it drives the delivery of a future vision;
- b) If the required skills are extremely difficult to sources / replace; and
- c) Where critical corporate knowledge is held solely by an individual in a particular position.

Likelihood	Financial Risk				
	Insignificant	Minor	Moderate	Major	Catastrophic
A. Almost Certain	High	High	Extreme	Extreme	Extreme
B. Likely	Medium	High	High	Extreme	Extreme
C. Moderate	Low	Medium	High	Extreme	Extreme
D. Unlikely	Low	Low	Medium	High	Extreme
E. Rare	Low	Low	Medium	High	High

Rating	Definition
Extreme	Control is critical. Requires immediate action as the potential could be devastating to the organisation. If it cannot be reduced from High, management must provide continuing assurance that due diligence systems are in place so that appropriate corporate governance processes can be demonstrated to be in operation
High	Active monitoring. Requires action as it has the potential to be damaging to the organisation. Ensure system and process controls are such that the risk is as low as is reasonably practicable and that due diligence systems are established so that appropriate corporate governance processes can be demonstrated to be in operation
Medium	Periodic monitoring. Allocate specific responsibility and implement monitoring or response procedures. Treatment includes periodic monitoring to ensure that the residual risk rating does not increase overtime. Residual risk rate impacted by availability of potential applicant / employee pool. Ensure that management system controls risk.
Low	Acceptable risk. Review consequences and likelihood and manage through routine procedures. Consider excess of redundant controls.

POSITION RISK ASSESSMENT	Extreme	High	Medium	Low
Chief Executive Officer - three-year contract, expires 03/06/2022 – significant loss of corporate and legislative knowledge, highly skilled and difficult to replace. Generally considered High, however considered Extreme due to contract end date coinciding with EMTS)	✓			
Executive Manager Technical Services - three-year contract, expires 04/07/2022– significant loss of corporate knowledge, highly skilled and difficult to replace. Generally considered High, however Considered Extreme due to contract end date coinciding with CEO)	✓			
Community Resource Centre Coordinator – specialised area, shortage within the industry		✓		
Customer Services Coordinator – specialised area, shortage within the industry		✓		
Works Manager (also final trim grader operator) – specialised area, shortage within industry		✓		
Finance Officer – specialised area, shortage within the industry		✓		
Customer Service Officers –corporate knowledge but mitigated by sound procedures and training strategies				✓
Technical Services Admin Officer – corporate knowledge but mitigated by sound procedures and training strategies				✓
Leading Hand/Grader Operator– skilled position, supervisor skills required			✓	
Supervisor Parks and Gardens – skilled position, supervisor skills required			✓	
General Hands / Plant Operators – Road Construction & Maintenance				✓
General Hands – Town Parks & Gardens				✓

6.5 Strategies to Meet Future Workforce Needs

6.5.1 Workforce Planning through 2020/20 and beyond

The Shire recognises that workforce planning is a key component to delivering business-as-usual services as well as the CBP projects.

The Workforce Plan identifies the FTEs required to deliver the operating projects that are the outcomes of the CSP and CBP. It is believed that with the additional staff included in the projections both the business as usual services and the CBP projections will be adequately staffed.

6.5.2 Business-As-Usual and CBP Workforce Projections

The Shire's management team developed the workforce planning projections by analysing the services (both internal and external) that it provides and estimated the FTE required to deliver the current level of service over the next four years. Critical in these estimations is the effort to ensure compliance with statutory requirements and addressing any areas where compliance is currently difficult to achieve. The following tables detail workforce projections by service area.

CORPORATE SERVICES (FTE)					
Position	Current	2022/23	2023/24	2024/25	2025/26
Chief Executive Officer	1	1	1	1	1
Customer Services Coordinator	0.8	0.8	0.8	0.8	0.8
Customer Service Officers (2)	1.3	1.3	1.3	1.3	1.3
Finance Officer	0.8	0.8	0.8	0.8	0.8
Trainee/Junior	0.4	0.6	0.6	0.6	0.6
TOTAL	4.3	4.5	4.5	4.5	4.5

No new positions are anticipated for Corporate Services during the next four years, trainees engaged every second year.

COMMUNITY SERVICES (FTE)					
Position	Current	2022/23	2023/24	2024/25	2025/26
Community Resource Centre Coordinator	0.8	0.8	1	1	1
CRC Admin Officer	0	0.4	0.4	0.4	0.4
Trainee	0.4	0	0	0	0
TOTAL	1.2	1.2	1.4	1.4	1.4

One new part-timer position, together with a Trainee every second year is anticipated for Community Services during the next four years.

TECHNICAL SERVICES (FTE)					
Position	Current	2022/23	2023/24	2024/25	2025/26
Executive Manager Technical Services	1	1	1	1	1
Works Manager	1	1	1	1	1
Plant Operator/General Hand	6	6	6	6	8
Parks & Gardens	2	2	2	2	2
Waste Management	0.4	0.4	0.4	0.4	0.4
TS Admin Officer	1	1	1	1	1
TOTAL	11.4	11.4	11.4	11.4	13.4

6.5.3 Shire Total Workforce Projections

This projection constitutes the required employee numbers to deliver projects identified in the CBP and to maintain services.

SHIRE OF WANDERING (FTE)					
Unit	Current	2022/23	2023/24	2024/25	2025/26
CORPORATE SERVICES (FTE)	4.3	4.5	4.5	4.5	4.5
COMMUNITY SERVICES (FTE)	1.2	1.2	1.4	1.4	1.4
TECHNICAL SERVICES (FTE)	11.4	11.4	11.4	11.4	13.4
TOTAL	16.9	17.1	17.3	17.3	19.3

The employee number projections for operations show that the Shire is expected to increase by 2.4 FTE over the next four years

6.5.4 Link to Financial Plan

Given the anticipated employee numbers, the Shire's salary budget will reflect this. This has been modelled in the Shire's long term financial plan (LTFP). This is reviewed and aligned with the Shire's Annual Budgeting process and considers various assumptions such as salary increases, cost of living increases, etc.

	Current	2022/23	2023/24	2024/25	2025/26
Current FTEs	16	16	17	17	17
New FTEs	0	1	0	0	2
Total FTEs	16	17	17	17	19

The increase in FTE for 2022/23 reflects the replacement of the trainee, shared between Corporate and Community Services, and the increase in 2025/2026 reflects additional plant operators / general hands.

The following table is an extract from the Long-Term Financial Plan.

	Current	2022/23	2023/24	2024/25	2025/26	2026/27
TOTAL - CORPORATE SERVICES	\$491,874	\$501,711	\$511,746	\$521,981	\$532,420	\$543,069
TOTAL - TECHNICAL SERVICES	\$753,770	\$768,845	\$784,222	\$799,907	\$815,905	\$832,223
TOTAL - COMMUNITY SERVICES	\$149,946	\$152,945	\$156,004	\$159,124	\$162,307	\$165,553
TOTAL	\$1,395,590	\$1,423,502	\$1,451,972	\$1,481,012	\$1,510,632	\$1,540,844

6.5.5 Strategies to Meet Future Requirements and Service Delivery

As indicated previously, the Shire will need to take a more strategic focus upon reviewing and developing priority efficiency initiatives. Systems and processes will need to be addressed to support the Shire to achieve its objectives whilst ensuring it is financially sustainable over the following four years.

A number of strategies have been developed to support the Shire to attract and retain its staff in the coming years. The following pages outline a number of the systems and strategies proposed for implementation.

These strategies align to the strategies identified in the Equal Employment Opportunity & Diversity Plan.

Focus	Guiding Principles
Attract, Recruit and Retain	We will provide resources to build the capability and confidence of our people to harness the power of an inclusive and diverse workforce.
Build, Develop and Educate	We provide opportunity for growth and development. We will recognise the value of flexible work and the removal of barriers to foster a high performing and dynamic workforce.
Inclusive Design	By taking an inclusive approach, we will effectively remove barriers that create exclusion.
Engage and Collaborate	Inclusion and diversity are everyone's responsibility and requires a collective approach.
Lead and Inspire	Strong leadership will set the tone for diversity, thus respecting the various backgrounds, experiences, and frames of reference that give each person a sense of self. Inclusive leadership assures that all people feel they are treated respectfully and fairly, are valued and sense they belong, and are confident and inspired.

Focus	Actions	Timeframe
Attract, Recruit and Retain	Review, evaluate and update existing recruitment strategies and establish clear and strategically aligned recruitment objectives to build capability to meet and exceed diversity targets	December 2021
	Periodically audit recruitment processes to monitor the effectiveness of implemented strategies.	At least annually

Focus	Actions	Timeframe
Build, Develop and Educate	Review and provide training to reinforce expected behaviours at work and to prevent unacceptable behaviours such as bullying, discrimination and harassment by: implementing refresher workplace behaviour training with a target of 90% employee completion delivering targeted face-to-face training for managers, and supervisors ensuring all Job Description Forms (JDF) state a commitment to Equal Employment Opportunity (EEO) principles and other positive workplace behaviours training participation rates to be included in executive performance reporting	June 2022
	Develop and implement a Mental Health and Wellbeing Strategy with a focus to increase mental health and wellbeing literacy, awareness and understanding of mental health conditions and appropriate support services	December 2022

Focus	Actions	Timeframe
Inclusive Design	Review existing policies, procedures and supporting resources to improve the understanding of expected behaviours at work and to prevent unacceptable behaviours such as bullying, discrimination and harassment	December 2021
	Support workplace flexibility by: providing clear guidelines about flexible working arrangements and leave types; and educating managers and supervisors regarding the value of flexible work.	December 2022
	Workforce data to be collected and analysed to identify any emerging issues and opportunities for improvement. It will include reports on-boarding and exit surveys results from periodic workplace perception surveys	At least biannual

Focus	Actions	Timeframe
Engage and Collaborate	Support and help drive diversity priorities outlined in this Diversity Plan	December 2021
	Promote a flexible and safe workplace for personnel and to provide further assistance, as appropriate	December 2022

Focus	Actions	Timeframe
Lead and Inspire	Progress work on enhancing development pathways and succession planning for personnel	June 2021
	Report on the progress of the Diversity Plan to Council and publish progress updates online	At least biannual

Focus	Actions	Timeframe
Workforce Planning	Develop an annual process of review and ongoing monitoring of WFP projections and strategies against unanticipated change (internal and external)	Ongoing
	A planned and projected Workforce Plan, to meet the immediate 4-year Integrated Planning Framework, and beyond.	Ongoing
	Implement regular staff satisfaction surveys to ensure capability and capacity of staff is captured and acted upon in a timely manner.	Annually
	Ensure systems and processes support the Shire to meet its workforce plan, and achieve the associate CBP and other framework elements.	Ongoing

6.6 Alignment to Asset Management and Information Technology

Human Resources and workforce planning will also align and integrate with the Asset Management Plan and the ICT Strategy and Plan (once completed), in particular planning for future growth with assets such as office accommodation, vehicles, office equipment and technological resources such as devices, hardware/software and systems. The plans associated with ICT will be available once completed.

7 Step 4 - Monitoring and Evaluation

7.1 How do we know when we have achieved the objectives of the SCP and CBP?

The Shire recognises that monitoring and evaluation is a key component to a successful workforce plan. As the Shire further develops its strategies and key performance indicators in the next years, an adequate evaluation program for the workforce plan will also be developed.

Overall, the workforce plan is a core component of managing the human resources of the Shire and as such, will be owned and monitored by the team. The plan will be monitored and updated in alignment with the annual review of the CBP. Some of the components that will be monitored in the future may include:

- Has progress been made / key performance indicators been achieved from each of the Strategies?
- Have the workforce risk indicators been reduced / progress made?
- Has progress been made on key identified workforce targets / metrics?

Overall, the Shire has made much progress on workforce planning and does identify that there is more work to be done as this is a continuous process to ensure the needs of the Shire, workforce, and local community are met.

7.2 Staff Satisfaction Survey

Part of the updating of this Workforce Plan will be to undertake regular satisfaction surveys. The survey is designed to collect information to meet the legislative requirements of the Integrated Planning and Reporting Regulations, and in particular, the ongoing Workforce Plan development.

The survey will help to determine capacity and capability of the workforce to deliver the required services in an effective and efficient manner, now and into the future. In other words, do we now have the right people in the right place at the right time and with the right amount of time, tools and resources to be able to do a good job and meet our community expectations.

The survey information will be reviewed by the CEO and Senior Managers, for statistical purposes, gap analysis and the development of strategies to address areas needing more resources or people needing more development.

7.2.1 Survey Details

Ensuring the appropriate people, skills and knowledge are in the right place and at the right time to effectively and efficiently service our community and develop our workforce

7.2.2 Purpose

The purpose of this audit process is to collect information regarding your current role, skills and knowledge, as well as to identify issues or constraints that may prevent you from doing a great job.

The information you provide will assist Management to better understand the finer details of your role and enable them to make better decisions about job design and functions in order to complete the organisational review and workforce planning process. Role clarity is an important key success factor for all staff and this process is an important part in ensuring that future roles are clearly defined so people will know exactly what is required of them. We hope you will participate openly in this very important process.

Please use the table below to indicate which of the following statements best describes your ability to carry out each statement under the “key duties and responsibilities” on this form. Then add the number from the table below to each line of the competency table on the next page.

1	No knowledge but do the best I can
2	Basic knowledge constantly need help
3	Can do the job with minimal support
4	Have knowledge and can work independently
5	Good in theory and practice - can teach others

This is also a unique opportunity for you to be supported to address any of your own skills and knowledge gaps to assist your professional development in appropriate areas. By honest and open assessment of your role and your ability to carry it out, the Shire is able to compile a skills and knowledge register and determine a gap analysis in the key roles and functions of the Organisation. This will assist in strategic and operational planning as well as budget management.

7.2.3 How to complete the form

- 1) Complete the form either electronically or by hand and cover all the major roles, functions or services that you are required to carry out, as outlined within your position description (PD) or by common understanding.
- 2) In section two list key duties and responsibilities. If there are more key duties and responsibilities statements than will fit on the form, either add more rows if working electronically or write on the back of the form if completing manually. Your ability to carry them out should be rated from 1-5 against the table above. *Please limit this to key functions or services rather than every task you carry out.*
- 3) On the middle right hand column, estimate how much time is spent in this area on average in a month. (If intermittent such as budget preparation, indicate P for periodic).
- 4) Please indicate in the far-right column if this role or function currently appears on your Position Description.
- 5) In the planning and review section indicate if you are involved in these activities
- 6) In the skills and knowledge area, identify relevant skills and knowledge you feel are essential or desired in your role, list any potential gap areas you may have. It should be noted that these will be included as suggestions for consideration but will be subject to ongoing relevance, availability of suitable training options, budget and management approval.
- 7) In the general comments area outline any information that may be relevant that you would like to share about skills required for the job or your training needs.

7.2.4 Employment Data

Name:		
Position		
Service Unit	Corporate Services (Administration) Community Services (Community Resource Centre) Technical Services (Works)	
Award Hours		
Actual Hours of Work (average per week)		
Key Job Purpose		
Employment Type	Full Time <input type="checkbox"/> Part Time <input type="checkbox"/> Casual <input type="checkbox"/> Fixed Term Contract <input type="checkbox"/> Other <input type="checkbox"/>	
Your Formal Qualification(s)	Course	Institution – University / TAFE / Other
Training received relevant to the position		
Years of Service in current LG	<1 <input type="checkbox"/> 1-2 <input type="checkbox"/> 2-3 <input type="checkbox"/> 3-5 <input type="checkbox"/> 5 -10 <input type="checkbox"/> 10 - 15 <input type="checkbox"/> 15-20 <input type="checkbox"/> >20 <input type="checkbox"/>	

What Other LGs have you worked for?	
Years in LG Industry	<1 <input type="checkbox"/> 1-2 <input type="checkbox"/> 2-3 <input type="checkbox"/> 3-5 <input type="checkbox"/> 5 -10 <input type="checkbox"/> 10 - 15 <input type="checkbox"/> 15-20 <input type="checkbox"/> >20

COMPETENCY RATINGS SCALE

- 1) No knowledge but do the best I can
- 2) Basic knowledge constantly need help
- 3) Can do the job with minimal support
- 4) Have good skills and knowledge and can work independently
- 5) Good in theory and practice - can teach others

7.2.5 Functions, Capacity and Capability

Outline below your **main** job roles and functions as per your PD (see page one for instructions) If you carry out other duties for any reason please indicate what these are.

Task Role	Key duties and responsibilities of your role	Rating 1-5	Time spent on this task (%)month or Periodically (P)	Listed in PD Y / N
1.				
2.				
3.				
4.				
	Additional tasks / duties outside PD or main function			
	Are you involved in Service Planning and Review	Operational	Strategic	n/a
A	Developing the strategies for your service area			
B	Developing the budget			
C	Compiling the annual program			
D	Monitoring performance against the required weekly and monthly targets			

7.2.6 Skills and Knowledge

Please complete the following tables relating to your skills, knowledge, training and development, what skills and knowledge you consider to be essential to your role?

Skills	Knowledge	Dev. Type

DEVELOPMENT TYPE KEY: Additional notes or information re potential training or development

Formal qualification	FQ	Recognised prior learning	RPL
Course or workshops	CW	Online learning	OL
Mentoring and support	MS	Other Local Government	OLG
Peer Learning	PL	Not known	NK

WHAT TRAINING AND DEVELOPMENT DO YOU THINK IS ESSENTIAL FOR YOU TO GROW AND PROGRES IN YOUR ROLE?

Area for Development	Skills / Knowledge Gap	Dev. Type

GENERAL COMMENTS

7.2.7 Staff Feedback

Please complete the following section in the context that it will allow the management to understand their employees and also to gather ideas and information to continuously improve the services to the community, support the staff in the delivery of them and to support training and development of individuals and work teams. If you would like to offer this information confidentially you can contact the facilitator as outlined at the start of this document.

Please complete the following appropriately as a manager / team leader or as an individual to allow for Management to be better get to know you and be able to support you to achieve your goals and objectives.

Are you answering this as a: **Manager / Team Leader** **an Individual Employee**

- 1) What is the best thing about working at the Shire
- 2) What do you like most about your role / job?
- 3) What do you like least about role / job?
- 4) Who are your stakeholders – ie. those that you provide services to, receive services from or who have a key interest in or reliance on what you do?
- 5) What can improve your internal or external customer’s experience?
- 6) What ideas do you have for your team, your job or the department that you would like to suggest that would improve work outcomes?
- 7) What issues, constraints or barriers prevent you from doing a great job and achieving your own or the Organisations goals and objectives?
- 8) What could improve your work experience at the Shire
- 9) What would be the most important thing that you would like to see eventuate from the organisational development and workforce planning process?

Thank you for sharing this information, it will all be considered in reshaping the organisation to look after our employees and service our community into the future.

CEO and Management Team