

DENMARK 2027



# WORKFORCE PLAN AND PEOPLE STRATEGY 2019-2022

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# OUR APPROACH TO WORKFORCE PLANNING

In 2017, Council adopted a new Strategic Community Plan - Denmark 2027. The plan outlines a series of aspirations and objectives based upon extensive community consultation. To deliver the community's goals and aspirations, the Shire must have both the capacity and capability from an organisational perspective.

To ensure that the Shire can deliver on the broad objectives set by the community, the organisation has undertaken;

1. A workforce analysis to determine organisational capability
2. A risk analysis to identify and assess the risks that are currently facing our workforce
3. A forecasting exercise to identify how the workforce will need to change over time given local and global workforce trends

In response to these undertakings, the Shire has developed this Workforce Plan and People Strategy (2019 - 2022). The plan articulates where we are, where we need to be, and how we are going to get there.

The workforce planning process identified many areas of strength across the organisation, particularly regarding organisational culture and team spirit.

The Shire has been actively measuring employee perceptions for the past two years via an annual staff culture survey, which has helped inform and prioritise actions within this Workforce Plan.

Over the past two years, employee satisfaction, commitment to the organisation, and the likelihood of recommending the Shire as a place to work have significantly increased. The latest survey results show that ratings provided in these areas have surpassed the WA average and have met or are close to meeting the highest industry score.

The actions contained within this Workforce Plan and People Strategy aim to support our staff as we build on this excellent foundation by continuing to improve in other areas across our workforce.

The improvement opportunities identified within the Workforce Plan and People Strategy include;

1. Diversity: We would like to improve our diversity across the organisation and our percentage of female employees in leadership positions
2. Staff development: We wish to continue to support employee career growth within the Shire
3. Succession and an ageing workforce: We wish to support our seasoned employees in their careers whilst also providing opportunities for long standing employees to pass on corporate knowledge and skills

In response and as a priority, the Shire will;

1. Undertake a diversity and inclusion review of key HR processes and practices to remove potential barriers and improve diversity
2. Provide secondment opportunities to develop our future leaders and implement Career Development Plans for all permanent employees to encourage and support career progression
3. Develop and implement a transition to retirement policy to support our ageing workforce

Workforce planning is a continual process of shaping the workforce to ensure that it is capable of delivering organisational objectives. This plan will be reviewed annually as we continue to measure our performance against key people metrics, efficiency measures and staff survey results.

# HOW OUR EMPLOYEES FEEL ABOUT THE ORGANISATION



96% of employees rate the Shire as a positive place to work

89%

of employees would still like to be working with the Shire in three years time

## What staff value most about working at the Shire

the people who they work with  
team spirit  
workplace culture  
the location  
ability to be involved in the community  
being trusted and supported at work

## MOVING FORWARD, EMPLOYEES WOULD LIKE THE SHIRE TO PRIORITISE

access to equipment and resources  
access to training and development  
policies, systems and processes  
fair pay  
top-down communication  
recruitment attracting the right people  
employee benefits

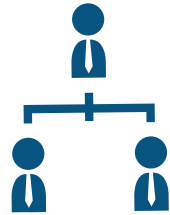
## Employees gave the highest scores when answering the following three questions:

I enjoy the work I do  
We have a strong customer focus  
The work I do is interesting, engaging and meaningful

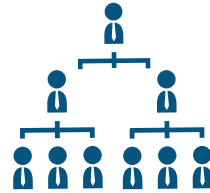
# OUR WORKFORCE



92 Total Headcount  
45% Female | 55% Male



3 Executive Staff  
0% Female | 100% Male



6 Managers  
0% Female | 100% Male



48 Years  
Average Age



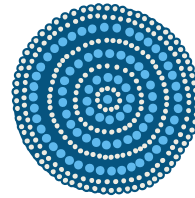
7 Years  
Average Tenure



5% Non English-  
Speaking Background



46% Received an  
Internal Promotion



0% Employees that  
are Aboriginal



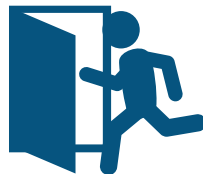
19% Access Flexible  
Working Arrangements  
85% Female | 15% Male



5% With a  
Disability



4% Eligible to  
Retire



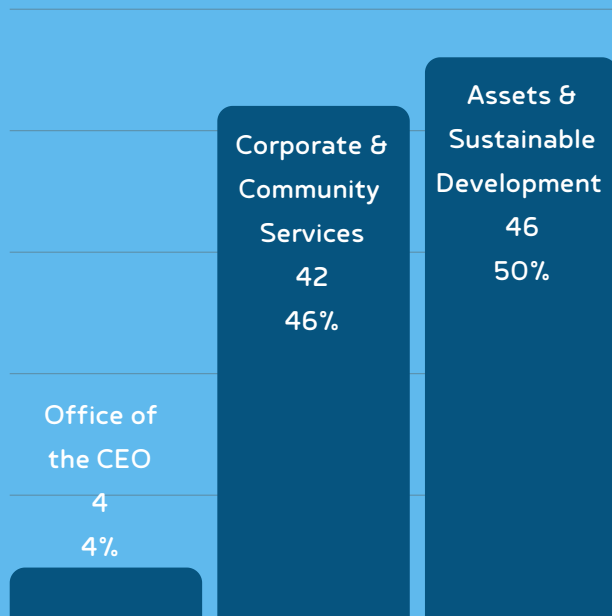
8.2% Turnover  
Last Year



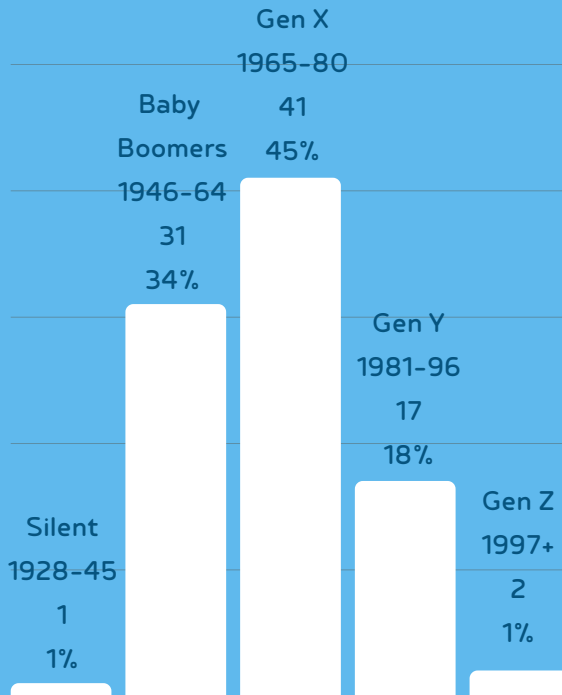
7 Days Average  
Absenteeism

Workforce statistics current as at  
30 June 2019

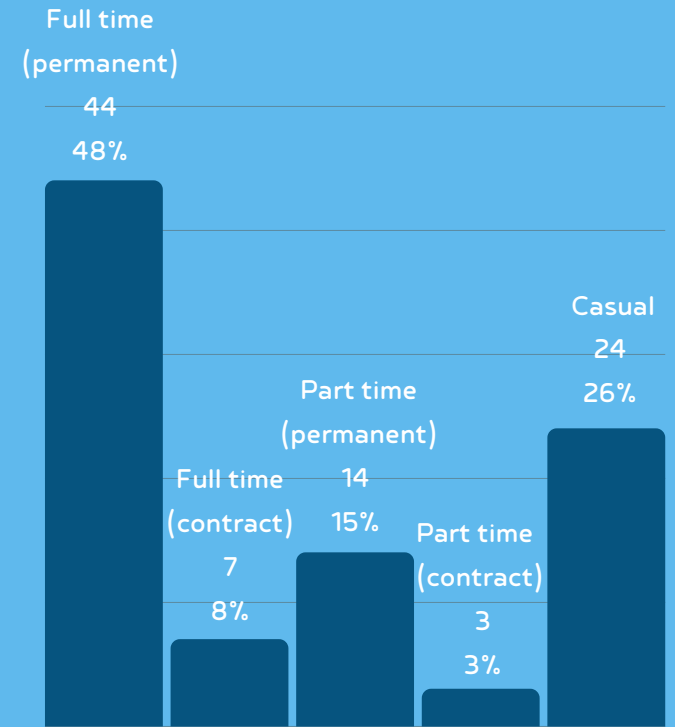
# OUR WORKFORCE



Employees by work area

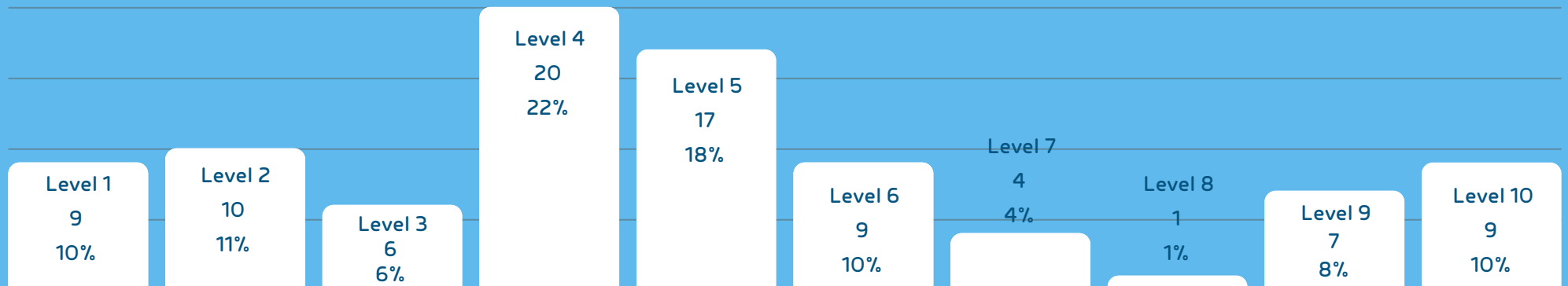


Employees by generation



Employees by employment status

Employees by award classification



# CHALLENGES IN OUR ORGANISATION AND IN OUR SECTOR

## Community Expectations

Increasing community expectations and continued population and visitor growth within our Shire continues to place pressure on our organisation and workforce. Increasing expectations without a willingness to pay requires us to become more strategic and efficient with our current resources in order to deliver more with less.

## Industry Competitiveness

Our current salary levels on average are below the 50th percentile of the salary market within Local Government, when comparing the wages of our staff to those in Local Governments with a similar operating budget. Low wages increase our risk of attracting less experienced staff when advertising positions and also provides challenges with being able to retain our high performers.

## Diverse Offerings

Local Governments are required to provide an increasingly diverse range of services, requiring an extensive skill base within the workforce. This requirement often results in the need for employees to be multi-skilled across broad, and often different, subject matter areas, particularly in smaller Local Governments due to the inability to fund specialists in each field. Such diversity can limit the outcomes Local Governments are able to achieve when compared to private organisations that have the benefit of specialisation.

## Ageing Workforce

67% of our permanent workforce is aged 45 and above, presenting a number of challenges for our organisation, particularly in relation to knowledge loss as long-standing employees seek retirement. We will need to address this challenge whilst also providing options for employees to transition to retirement, offering job redesign options where possible and maintaining a safe and healthy workforce.

## Reliance on Volunteers

We have a large volunteer base that are relied upon to manage a number of facilities and provide services that our paid workforce would otherwise be responsible for. We presently have no strategy to actively manage our volunteers and no succession plans in place should volunteer groups be unable to continue to deliver these services.

## Skill Gaps

Our team planning process identified some skill gaps present within our current workforce. These gaps include technical and soft skills and have occurred due to changing position requirements, the adoption of new technology and processes, industry wide skill shortages and challenges relating to recruiting specialised or experienced employees.

## Cost Shifting

State and Federal Government continue to broaden the responsibilities of Local Government through the passing down of duties previously held by various Government departments. Cost shifting stretches Local Government resources, often impacting service delivery and community satisfaction.

# NATIONAL AND GLOBAL WORKFORCE TRENDS

Unemployment rates are much higher for young people.

Part-time work is becoming more common, with more Australians working fewer hours than they'd like.

Seniors are playing a bigger role in the workforce.

Advancements in technology are changing the types of jobs and skills we need.

An organisations role and track record in social matters is gaining more of a focus. Business leaders and CEOs will need to look at their societal role and how they react to public issues.

Jobs are becoming more highly skilled.

Fewer people are volunteering.

The role of HR is changing with proactive businesses placing HR at the heart of the organisation's strategy.

Employees are seeking rewards that are personalised, agile and holistic.

As work and private lives begin to meld together, employees are demanding more in the way of benefits to boost their well-being.

The workforce of today is no longer the full-time employee on a salary. This trend is not going away, so organisations will need to sit down and think about how they will manage this.

There is growing need for executives to operate in a more integrated way and consider their impact across the organisation, working together rather than independently.

With the growth in communication tools and work-based social media platforms, organisations need to ensure these tools will increase productivity rather than hinder it.

Work in an era of 100-year lives: Employees are living longer lives, but most workplaces have not changed significantly to embrace that. Forward thinking-organisations are looking at an ageing or 'seasoned' workforce as a great opportunity and are developing ways to get great benefit from this sector.



# OUR PEOPLE VISION - THE WAY FORWARD

Our people vision is to grow a workforce culture that enables us to become a high-performing organisation. We want to be recognised by our community for our helpful approach, can-do attitude and high levels of innovation.

## Our Culture

### Thinkers

Our staff are thinkers, they embrace new ideas and apply innovation. They are progressive and creative and challenge the mainstream way of doing things.

### Doers

Our staff are doers, they use their time responsibly, work hard and set high standards. They are calm and consistent under pressure, accept ownership and take great pride in their work.

### Happy + Positive

Our staff are happy and positive and genuinely care about each other. They are resilient, have a customer service focus and are enthusiastic about their job. They remain solution-focused, respect different perspectives and always strive to get the best outcome for the community.

## Our commitments

1. We will spend local as often as we can
2. We will consult our community
3. We will treat our natural environment as precious and important
4. We will make things as simple as possible
5. We will say yes as often as we can
6. We will treat people with respect
7. We will support and treasure the volunteers in our community
8. We will seek and embrace new ideas and smarter ways of doing things

## Our Values

Consistency | Sustainability | Honesty & Integrity  
Teamwork | Transparency | Respect

# OUR WORKFORCE IMPROVEMENT PLAN - THE WAY FORWARD

To achieve our people vision, we have created an improvement plan that outlines four key themes to guide our actions:

## 1. Attract a diverse and high performing workforce

- Develop an employment brand for the Shire of Denmark that communicates our vision
- Implement a performance based hiring methodology to improve recruitment and selection outcomes
- Review recruitment processes to improve the candidate experience
- Undertake a diversity and inclusion review of key HR processes and practices to remove potential barriers and improve diversity
- Review our approach to traineeships and apprenticeships to encourage opportunities

## 2. Inspire and grow our people

- Implement an annual refresher training program of key business processes and activities to improve organisational outcomes
- Implement a Leadership Development Framework and training program to increase management capability
- Facilitate community engagement training and project management training for key personnel
- Implement an internal mentoring and/or peer support program to develop our future leaders
- Provide secondment opportunities to develop our future leaders
- Implement Career Development Plans for all permanent employees to encourage and support career progression
- Implement innovation meetings and review current meeting structures to encourage employee engagement, improve organisational performance and reduce the chance of silos
- Commit 1% of the Shire's annual salary and wages budget to professional development

# OUR WORKFORCE IMPROVEMENT PLAN - THE WAY FORWARD

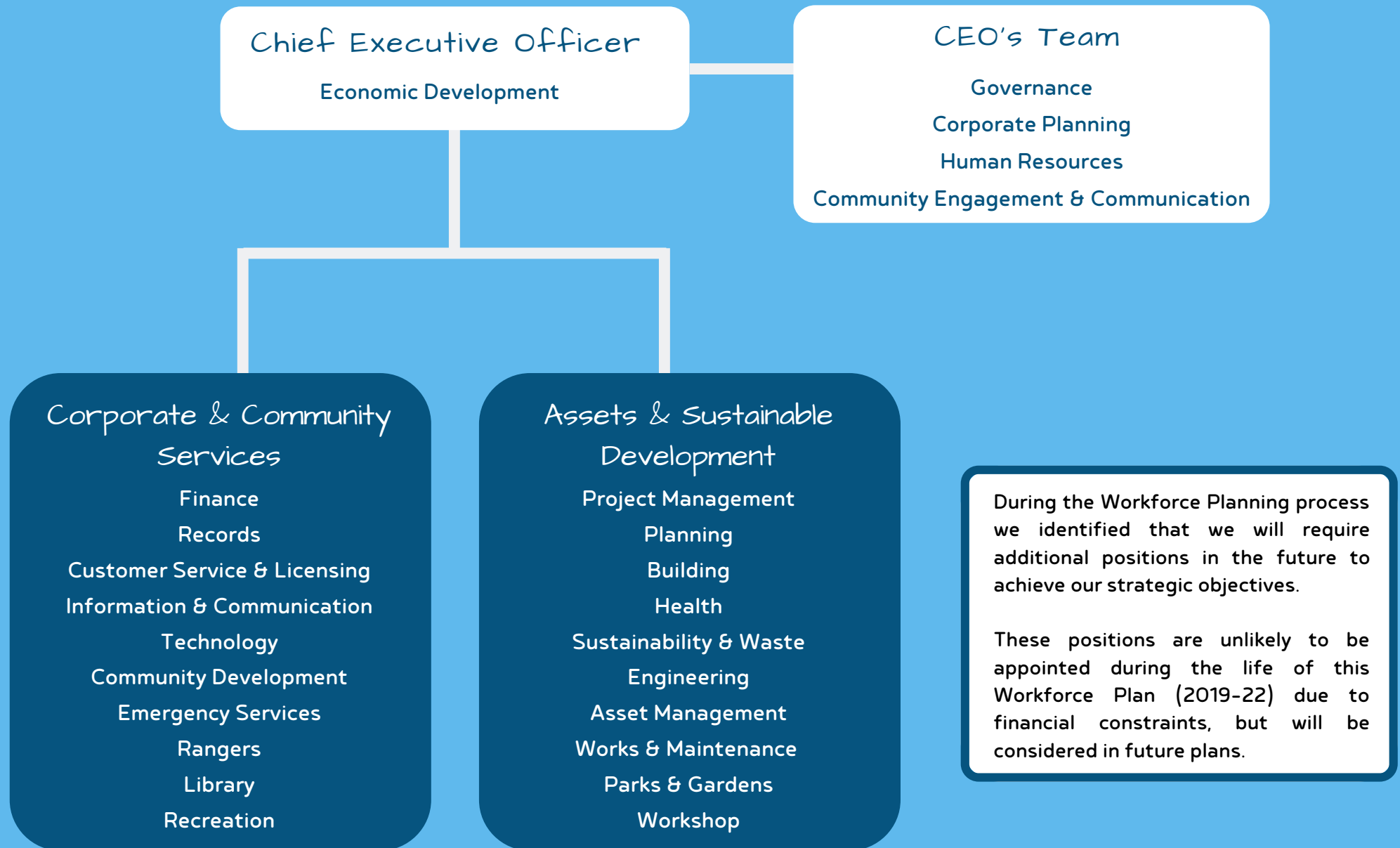
## 3. Engage and retain our people

- Review the induction process and training program for new employees to enable them to 'hit the ground running'
- Undertake an annual culture survey to understand employee priorities, benchmark performance and drive HR improvement
- Undertake a salary and benchmarking review to understand employee perceptions and inform actions to address areas of pay disparity
- Review and improve our ability to provide flexible working arrangements
- Review our performance management framework and create a simplified performance review process that aligns to our strategic objectives
- Review and improve our employee benefits to improve choice and support health and wellbeing initiatives
- Facilitate better integration between our different offices and locations
- Develop and implement a peer-supported reward and recognition program
- Develop and implement a transition to retirement policy to support our ageing workforce
- Develop and implement a Volunteer Strategy to support and retain our volunteer workforce

## 4. Plan for improved performance

- Appoint a Workforce Planning Working Group to drive organisational change and champion our people vision
- Review the office blueprint to facilitate growth, improve performance and support organisational cross flow
- Develop succession plans for critical roles within the Shire to reduce potential continuity gaps and increase corporate knowledge retention
- Develop and implement backup structures for critical positions to improve continuity of performance
- Develop and implement position manuals that document job task instructions, key contacts and a calendar/schedule of key position tasks and events to improve continuity of performance
- Investigate and implement an integrated strategic planning, project management and performance management software program to drive performance and improve reporting
- Develop and implement a workforce planning process and map to guide future workforce planning activities
- Develop and implement an annual software and system review
- Develop and implement an annual skill gap analysis
- Review and improve processes to ensure the retention of critical corporate knowledge

# OUR FUTURE WORKFORCE - THE WAY FORWARD





# OUR FUTURE WORKFORCE - FINANCIALS

	2019/20	2020/21	2021/22	2022/23
<b>EMPLOYEE COSTS</b>	\$6,192,402	\$6,378,174	\$6,569,520	\$6,766,605
<b>EMPLOYEE NUMBERS (FTE)</b>	69	69	69	69

Our goal over the next four years is to keep our budgeted FTE count steady at 69 employees. Investigating efficiencies, seeking out partnerships and the use of technology will be very important in helping us achieve this goal. Any requested increase to our overall FTE will require evidence-based business cases and a thorough investigation of other options prior to approval.

Staff costs will increase no more than 3% annually. This factors in our Outside Workers EBA which dictates 2.5% payraises each year, a similar increase for administrative staff each year and legislated increases to the Superannuation Guarantee. The super guarantee increases commence on 1 July 2021 - with five annual increases of 0.5% each from 2021/22 to 2025/26.

# HOW WILL WE KNOW IF WE ARE IMPROVING?

We will measure our performance through:

- The number of actions successfully implemented in our improvement plan;
- Employee satisfaction trends via our annual CULTYR Survey; and
- Key people and efficiency metrics.

These results will be published in our Annual Report each year.

## Efficiency Metrics

- Employment costs as a percentage of total rates
- Employment costs per head of population

## Category Level CULTYR Survey Scores

- Leadership
- Workplace
- Colleagues
- Role
- Benefits

## People Metrics

- % Turnover
- % Early turnover (employees leaving within 1 year)
- % Turnover of high performers
- Average days absent per employee
- Average training hours per employee
- % Offers accepted
- % Workforce meeting high performance standards
- % Workforce below performance standards
- % New hires meeting high performance standards (employees within 1st year of employment)
- Average years until promotion
- % Employees from a non-English-speaking background
- % Employees who identify as having a disability
- % Employees who identify as Aboriginal or Torres Strait Islander
- % Female employees employed as managers
- % Employees accessing flexible working arrangements
- % Employees accessing flexible working arrangements that are male