



SHIRE OF CHRISTMAS ISLAND



WORKFORCE DEVELOPMENT STRATEGIC PLAN 2013/2017

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WORKFORCE DEVELOPMENT STRATEGIC PLAN

2013/2017

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1. EXECUTIVE SUMMARY

A strong, diverse, committed and motivated workforce is at the core of any successful business and organization.

Getting the right people into the right jobs is paramount and requires a commitment to attract, develop, retain and recognise talented and motivated employees who are aligned with our strategic vision and goals.

We are a multi-faceted and culturally diverse organisation, with a significant number of functions and operations. Accordingly, we require a diverse workforce that is capable of delivering positive outcomes for the organisation and to help us grow the local government area of our community.

We are however faced with many challenges which include potential skills shortages in specific occupations, a large proportion of our existing workforce is nearing retirement which requires us to identify and recruit the next generation of skilled specialist staff.

Council is taking a proactive approach in this regard through the use of traineeships and support for professional development in a range of specialist areas wherever possible. This approach is aimed at not only retaining, but also attracting a return to the Island of the talented younger generation of the community for the ultimate benefit of the community.

Through our Workforce Development Strategic Plan, we are focused on attracting and retaining quality people, including trainees, further investing in developing our leaders and recognising and rewarding our high performers.

We need to take our people with us to create the 'fit for the future' that we need to deliver our communities' priorities. We need to involve our staff and support them in learning new ways of working.

This Workforce Development Strategy aims to support the Shire of Christmas Island in achieving the skilled, motivated, flexible and diverse workforce it needs to deliver value for money services that make a difference to our local community.

Kelvin Matthews
Chief Executive Officer

Cr Foo Kee Heng
Shire President

2. WORKFORCE STRATEGIC PLANNING IN CONTEXT

2.1 Integrated Planning and Reporting Framework

The Shire of Christmas Island's integrated planning framework comprises the following plans/programs:

- **Community Strategic Plan** – identifies the community's main priorities and aspirations for the future and outlines strategies and actions for achieving these goals over a ten year period.
- **Corporate Business Plan** – describes the activities we will undertake over the next four years to achieve our long term goals and outcomes.
- **Asset Management Plan** – provides a detailed description of the organization's infrastructure assets.
- **Annual Budget** – outlines the details of the specific projects and activities that will achieve the commitments outlined in the Corporate Business Plan on an annual basis.
- **Workforce Development Strategic Plan** - forms part of the Corporate Business Plan, helping to ensure that the community's strategic goals, as expressed in the Community Strategic Plan, are met by having the right people, with the right skills available at the right time.

Integrated Planning and Reporting Framework



The Workforce Development Strategic Plan, together with the Asset Management Plan and Long Term Financial Plan, provide the resources necessary to achieve the Corporate Business Plan.

The Workforce Development Strategy aligns with and supports the Shire of Christmas Island's other key planning documents to ensure that we have a capable, professional, engaged and sustainable workforce, in order to deliver on our commitments to the community. The Workforce Development Strategic Plan is designed to cover a rolling four-year period in conjunction with the Corporate Business Plan, however it also focuses on specific outcomes required in the next 12 months and is therefore regularly reviewed as part of the Annual Budget process.

All forecasts are underpinned by a range of assumptions, some clearly defined and explicit, while others maybe more implicit.

2.2 Scope of Workforce Development Strategic Plan

The Shire of Christmas Island as an organisation has grown considerably in terms of population, budget and workforce since promulgation as a local government authority in 1992.



Population growth places pressure on the Shire to deliver services and advice. This growth and outside influences from government in referring more responsibilities to the Council, along with the community expectations has contributed to the increases in the workforce. The Shire is required to respond to these expectations for the delivery of services to the community in conjunction with meeting its obligations with legislation that must be complied with. In this regard the Shire of Christmas Island is compelled under the Commonwealth/State Government 'Service Delivery Agreements' (SDA's) to comply with relevant applied Western Australian legislation. In recent years there has been a significant increase in responsibility under legislation such as the WA Local Government Act (CI), Environmental Protection Act, Occupational Health & Safety Act, Freedom of Information Act, the Equal Employment Opportunity Act, the Public Interest Disclosure Act, the Disability Services Act and the State Records Act to name a few. These statutes and the rapid growth in information technology, increased accounting responsibility and increases in staff numbers themselves place extra burdens on the Council to provide resources for the Shire to function effectively.

The WA Local Government Act 1995(CI) requires Council to have a long term resourcing strategy to achieve the objectives established by the Community Strategic Plan, for which the Council is responsible.

The strategy must include provision for long-term financial planning, asset management planning and workforce human resources planning. In this regard, a workforce development strategy must address the human resourcing requirements as an integral component of Council's Corporate Business Plan.

The Workforce Development Strategic Plan considers the availability of labour from a number of perspectives, what is the likelihood and the reasons behind staff "separations", the availability of staff from a local perspective and considers community expectations in relation to employment in the local area. This Strategic Plan seeks to reduce the impact of Council's ageing workforce, review Council's recruitment strategies including succession planning and retain Council's corporate knowledge. An analysis of the current workforce cost is provided as an appendix for the purpose of providing some indicative cost to the organisation for future labour resourcing that will be acknowledged and reflected in the Long Term Financial Planning process.



3. WORKFORCE PLANNING WITHIN A BROADER CONTEXT

When examining Council's capability to have the right number of people, with the right skills available at the right time, the factors which are likely to impact on achieving that outcome are considered below.

3.1 Availability of Labour

Several surveys and reports by the peak local government representative organization, the WA Local Government Association (WALGA), during the last ten years have acknowledged that the local government sector (in WA) was/is experiencing skills shortages in a number of professional, trades and non- professional areas. This is particularly evident on Christmas Island where staff shortages are attributable to a number of factors that affect a remote and isolated community.

At the professional and semi - professional area, the Shire of Christmas Island has experienced difficulty in attracting qualified senior management, town planning and engineering personnel. While these positions have been filled, it has been consistently by recruiting 'off island' at considerable cost to Council. In the semi – professional, trades and non - professional areas, Council experiences significant competition from other 'on island' private sector organizations especially when higher competitive salaries are paid.

Given the above current scenario, the Shire of Christmas Island will continue to contend with competitive labour options, as well as attracting a younger generation in developing a sustainable workforce to meet community aspirations and services.

3.2 Local Government Sector

Local Government is a complex service industry, particularly in regional and remote locations of Australia such as Christmas Island. In this regard the Shire of Christmas Island faces many challenging issues which need to be addressed by the Workforce Development Strategic Plan.

In broad terms as a service provider and employer, local government in Australia is subject to an array of industrial Acts and Regulations. Applied more specifically to the Shire of Christmas Island, the Council successfully negotiated an Enterprise Bargaining Agreement (SOCl – UCIW EBA 2011/14) that took effect in July 2011 for a three year period. The SOCl – UCIW EBA 2011/14 prescribes the employee conditions of the organization that the Shire of Christmas Island currently reflects in its workforce planning and budgetary process.

The Shire of Christmas Island also operates under an uncertain sphere of Federal Government funding and relationship, that does not make securing employment an easy task for a remote local government such as Christmas Island.

4. CURRENT WORKFORCE

4.1 Organisation Structure

The primary functional groups for services delivery within the Shire of Christmas Island are structured as set out in Appendix Three – Organizational Structure Chart.

The above breakdown of functional groupings or departments is fairly standard for a regional multipurpose Council such as the Shire of Christmas Island. The "multi-purpose" nature of Council's activities is clearly demonstrated by the key activities undertaken within each of the Departments.

4.2 Staff Demographics

Staff Age Demographics refer to Appendix Two (A). At first glance the age skew of Council employees towards being an older workforce is readily apparent, particularly amongst the male population. Although the number of female staff percentage overall is smaller, this percentage does not escape the "influence of ageing".

4.3 Staff Retention

Staff Turnover/Retention refer to Appendix Two (B). It is noticeable that the Shire of Christmas Island staff turnover in 2012 was nil and in previous years staff turnover was minimal. The reasons for such can mostly be attributed to the older workforce where it is more unlikely that these employees will change employment. However a small percentage of younger staff cited lack of opportunity and career development as their reasons for resignation in order to pursue more lucrative employment and career options and these were mostly 'on island' opportunities.

Staff retention is therefore largely maintained taking into account employees who take maternity leave, long service leave and/or extended personal/carer's leave.

4.4 Availability of Local Staff

Apart from staff in high risk turnover management roles, over half of Council's staff occupy positions at less than Level 7 and the availability of people to staff those positions in the future also requires consideration. Predominantly, these staff perform operational and manual tasks, are drawn from the local area and are relatively stable in their employment pattern. This fact and the need to comply with the provisions of the SOCI – UCIW EBA 2011/14 for a flexible and multi skilled workforce has led to an aged workforce as evidenced Appendix Two (A).

Although this staff population is a relatively stable workforce, its age brings risks to productivity and the incident of injury within the workplace increases leading to higher possible workers' compensations costs. The median age of a claimant in 2010, although claimant ratio was low was, 51 years of age and with the significant number of staff aged above 55 years getting older (Appendix Two B) the number and severity of claims are expected to increase. The availability of younger people to join Council's staff is obviously limited and therefore requires attention in the Workforce Development Plan as outlined previously, especially if there is to be a concerted effort to reduce the aged nature of Council's workforce to rejuvenate the workforce by recruiting younger people.

5. STRATEGIES TO MEET FUTURE WORKFORCE NEEDS

As outlined above, the most significant workforce resourcing issues facing the Shire of Christmas Island is dealing with an ageing workforce while simultaneously attracting younger staff and meeting the associated challenges of providing career or advancement opportunities. Both of these should be considered as critical to the Workforce Development Strategy Plan that will not only retain critical intellectual capability and experience, but also offer the opportunity for a structured career plan for employees, irrespective of what section/department they are engaged in.

Retirement from Council is inevitable and therefore discussions need to be held with staff holding critical positions in the organization to determine their retirement intentions and indeed plans. Simultaneously retirement should be an orderly transition and therefore financial planning visits for older staff, who may be contemplating retirement but not proceeding due to lack of appreciation of their financial position, could/should be arranged.

As noted above, lack of career and /or lack of opportunity were cited as a small factor leading to resignation from Council by the younger staff in previous years. In this regard the current process of Annual Performance Reviews could incorporate meaningful discussion with staff members regarding their career aspirations that have realistic aspirations.

Consideration could also be given to reviewing Council's salary system with a view to removing overlaps in the rate of payment for different level classifications of work and thereby clarifying the "reward" for the work performed.

Introducing a revised salary system which provides for unskilled appointments and promotes an "in house" grown workforce is also a possible approach. Such a revised salary classification system could be incorporated into future Enterprise Bargaining Agreement discussions which provides work life options for staff, wherever possible, to attract and retain our workforce.

In addition to the above, there is a need to continually review and adjust the existing organisation structure to maximise skill sets across key areas and to encourage multi sharing outside of the historically defined position descriptions.

6. SHIRE OF CHRISTMAS ISLAND WORKFORCE DEVELOPMENT STRATEGIC PLAN AND HUMAN RESOURCES BUSINESS PLAN

The following outlines the Workforce Development Strategic Plan and Human Resources Business Plan in Table Format.

6.1 SHIRE OF CHRISTMAS ISLAND - WORKFORCE DEVELOPMENT STRATEGIC PLAN

Workforce Resourcing

To ensure ongoing organisational capacity through knowledge of our current and future workforce needs. Use effective recruitment and retention strategies to attract and secure the right people, for the right positions at the right time whilst recognising the benefits that diversity can deliver.

Key Area	Goal	Specific Outcomes
Workforce Planning	Develop a thorough understanding of our current and future workforce needs.	Effective workforce planning procedures available to supervisors and management. Analyse workforce demographics – both positions and people. Workforce plans exist across all Departments/Sections. Develop approaches to ensure we have the right people in the right jobs at the right time – develop/recruit/review.
Recruitment & Selection	Attract and engage the best people.	Ensure effective recruitment, marketing and promotion. Recruitment activities are values and behaviour based. Recruitment approaches are fit for purpose and merit based. Opportunities for career advancement are promoted.
Workplace Diversity	Recognise and support the value of workplace diversity.	Specific employment strategies are encouraged and supported. Recruitment opportunities reflect the principles of workplace diversity. Seek opportunities for gender balance. Workplace adjustments are supported where practicable.
Placement Work experience	Provide opportunities for younger people to	Opportunities for work placement are provided.

experience the organization.

Support is provided for placements to ensure their experience is both enjoyable and valuable. Placements occur in accordance with Council procedures and goals. Partnerships developed with educational institutions to facilitate placement opportunities.

Employee and Professional Development

Ensure that the Shire of Christmas Island has the right mix of capabilities to ensure optimum service delivery. Development of individuals both within their role and for career opportunities is considered essential to our success. A focus on opportunities for employment and development in entry level roles is critical to ensure the sustainability of Council's workforce.

Key Area

Trainees & Apprentices

Goal

Recognise the value of entry level development positions in all sections

Specific Outcomes

Identify opportunities for trainees/apprentices. Develop and maintain relationships with key training providers on/off Island. Foster a mentoring relationship between supervisors and employees. Support and encourage networking – both internally and externally. Promote the benefits of working for the Shire of Christmas Island.

Employee Orientation

New employees are embraced in an open and welcoming manner

Create a strong first impression of the organization. New employees instantly feel a part of the organization. All aspects of the work environment and role are clearly outlined.

Succession Management

Key roles have succession plans in place

Critical roles are identified in each section. Likely successors are identified, confirmed and provided with tailored development opportunities. High potential employees are valued, encouraged and promoted.

Learning & Development

Employee development opportunities are provided to all employees

Training Programs are identified to allow employees to develop within their current role.

Career development is encouraged and supported where suitability exists. Maintain up to date compliance related training programs.

Review, Reward and Recognition

The Shire of Christmas Island rewards and benefits packages will ensure that we are able to attract and retain the best available people, by allowing employees to not only receive a standard benefits package for being a part of our organisation, but also to have these enhanced as a result of their level of individual commitment and achievement. Regular reviews will provide our staff with ongoing feedback about their performance and also identify future opportunities.

Key Area

Employee Reviews

Goal

Annual Reviews recognise employee’s capabilities and performance

Specific Outcomes

Annual skill assessments confirming employee skills and competencies.
Annual Performance review identifying key achievements and commitment to the organization.
Supervisors provide open and ongoing feedback to employees.
Employees are actively involved in these reviews.

Salaries

Salary levels reflect role parameters
And on Island economic market rates

The evaluation of positions reflects a contemporary approach and on Island market rates.
Pay rates are regularly reviewed against industry benchmarks.
Industrial relations requirements are met specifically in regard to Enterprise bargaining agreements.
Attraction & retention incentives are applied where required.

Recognition Scheme

Commitment, loyalty and continued service to the organization is recognised and valued

Demonstration of values and guiding principles are recognised.
Employees are recognised for sustained engagement and service through recognition of service milestones.
The reasons for recognition awards are well communicated by management.

Workplace Relations

Maintain a commitment to open, transparent and productive working relationships, based on the Shire of Christmas Island's Values and Guiding Principles. Two way communication, delivering on agreed commitments, valuing all contributions and recognising individual differences will be critical to Councils desired work environment. Adhere to this statement by compliance with the SOCI UCIW 2011/2014 EBA that requires regular Joint Consultative Committee (JCC) meetings between management and employee representatives, and to Council Policy.

Key Area

Work/Life Balance

Goal

Council supports varied work arrangements where there are mutual benefits

Specific Outcomes

Ensure flexible work approaches are fit for purpose, merit based and align with business requirements. Leave and other arrangements provide work/life balance for employees.

Management support flexible work arrangements.

Diversity is recognised and valued by all employees.

EEO Management Plan is reviewed annually and identifies Councils commitment to EEO.

Open and productive working relationships exist.

EEO principles are firmly embedded in Councils policies and workplace practices, and adhered to.

Workplace issues are dealt with in an appropriate and timely manner.

Equal Employment Opportunity (EEO)

A workplace free of harassment/discrimination/bullying

Employee Assistance

Professional and independent support is available for employees

Confidential support is provided for workplace and personal issues.

Workplace issues are identified and actions implemented.

Code of Conduct and other policies are understood and demonstrated.

Managers address poor behaviour and standards promptly and strongly.

Policies and procedures are applied consistently.

All employees accept personal responsibility and accountability.

Work Environment

A consistent, productive and positive work environment

Organisational Safety and Wellbeing

The Shire of Christmas Island takes its responsibility for employee and public safety very seriously. Through the ongoing development of appropriate systems and frameworks, we will ensure that this responsibility is delivered. The effective management of injured employees and a focus on proactive health initiatives is a critical element of maintaining a work environment with a focus on health and safety.

Key Area	Goal	Specific Outcomes
Safe Work Environment	A workplace that is safe and healthy	Employees are empowered to report and address Occupational Health & Safety (OHS) issues. Ensure that potential OHS issues are addressed as a matter of priority by appointed Safety Officer(s) and managers. Ensure that all employees are aware of their responsibilities. OHS systems are regularly reviewed in consultation with employees.
Risk Management	Risk Management is an embedded Best practice in the organization	Risk Management is a key component of all Council activities. Best practice approaches exist for all Council operations. Risk identification, assessment and control occurs in a consistent manner. Systems are regularly audited to ensure their effectiveness.
Injury Management	Injured employees are returned to their pre-injury role	Employees and managers take responsibility for injury management and Return to Work. Workplace injuries will be managed in a positive manner. Work closely with our insurer to develop preventative strategies. Pro-active systems exist to support injured employees.
Employee Health & Wellbeing	A fit and healthy workforce	Employees are encouraged to take responsibility for their health and wellbeing. Initiatives aimed at improving fitness and lifestyle are supported.

Leadership and Culture

The Shire Of Christmas Island's management and leaders demonstrate the organisations values and principles and reinforce our employer brand and culture. Strong leadership, the desire and capability for continuous improvement and driving change are critical to ensuring a high performing and sustainable organisation.

Key Area	Goal	Specific Outcomes
Strong Leadership	A strong and committed leadership approach	Effective leadership development programs and opportunities. Managers are autonomous and accountable for their actions. Ensure that managers and supervisors display the desired values and principles. Managers and supervisors demonstrate a strong commitment to their own personal development.
Organisational Culture	A positive, vibrant and responsive organization	Our Values and Guiding Principles are the basis on which employees conduct themselves. Continued application of Best Practice Framework. Ensure that our practices and systems reflect the organisations culture.
Change Management	Employees actively participate in new initiatives and improved approaches	Continuous improvement new underpins our approach. Innovation and knowledge sharing are highly valued. Managers and supervisors create a sense of direction and empower their staff.
Employee Engagement	A workforce that is engaged and empowered	Two way communication and feedback occurs with all employees. Consultation and inclusive decision making are encouraged. Cross organisational working relationships and opportunities are fostered. Mutual trust and respect is demonstrated by all managers and supervisors.

6.2 SHIRE OF CHRISTMAS ISLAND – HUMAN RESOURCES BUSINESS PLAN

The Human Resources Business Plan is aligned with the Workforce Strategic Plan and contains a number of projects and tasks, which along with the existing workforce management policies and procedures ensure our staff are provided with an open, consistent and enjoyable work environment.

Over the life of the aligned Corporate Business Plan, the following initiatives will be undertaken, in order to support our overall Workforce Development Strategy and in doing so, provide Council with a capable, professional, engaged and sustainable workforce.

Project/Task	Relevant Function from Workforce Strategic Plan	Timeframe
Develop a Strategy resulting from OHS Audit	Organisation Safety and Wellbeing	2013 - 2014
Develop and implement a Leadership Development Strategy	Leadership and Culture, Employee and Talent Development	2013 - 2015
Develop and implement a Workforce Planning Framework	Workforce Resourcing	2013 - 2014
Continue Enterprise Bargaining Agreement Negotiations	Workplace Relations	2014 & 2017
Develop an approach to deal with aggressive and difficult customers	Organisation Safety and Wellbeing	2013 & ongoing
Development of an Ageing Workforce Strategy	Workplace Relations & Organisational Safety and Wellbeing	2013 - 2014
Further develop the Risk Management System	Organisation Safety and Wellbeing	2013 - 2014
Investigate alternate Reward and Recognition Frameworks	Review, Reward and Recognition	2013 - 2017
Introduce employee Health and Wellbeing initiatives	Organisation Safety and Wellbeing	2013 - 2015
Investigate On-Line Recruitment Programs	Workforce Resourcing	2014 – 2016
Implement Manual Handling Injury Prevention Program	Workplace Relations & Workforce Resourcing	2014 - 2016
	Organisation Safety and Wellbeing	2013 - 2014

Develop and implement Organisation Safety and Wellbeing
Personal Protective
Equipment Policy

2013 - 2014

The strategies, tasks and actions of the above Human Resources Business Plan are not intended to be finite and will/should be reviewed on a regular basis.

*The Shire of Christmas Island Workforce Development Strategic Plan was prepared by the
Chief Executive Officer, Mr Kelvin J Matthews – March 2013.*

APPENDIX ONE

COMPARITIVE EMPLOYEE NUMBERS AGAINST OPERATING REVENUE OF SIMILAR SIZED WA LOCAL GOVERNMENTS

<u>COUNCIL</u>	<u>REVENUE \$</u>	<u>EMPLOYEES</u>	<u>RESULT \$ 2010</u>
Capel	16,996,000	71	239,380.28
Collie	11,476,868	62	185,110.77
Gingin	12,463,822	59	211,251.22
Donnybrook-Balingup	10,678,965	65	164,291.77
Dandaragan	8,768,648	50	175,372.96
Dardanup	13,016,546	74	175,899.27
Plantagenet	11,966,620	60	199,443.67

Source: Annual Reports of above local governments in regard to employee size and revenue cost in comparison to the Shire of Christmas Island.

APPENDIX TWO (A) & (B)

CURRENT WORKFORCE ANALYSIS

'AS APPENDED'

APPENDIX THREE

ORGANIZATIONAL STRUCTURE CHART

'AS APPENDED'