2019 - 2023
Workforce Management Plan
Our first priority is to support the continuous up-skilling development and mobility of our staff across Council. Recognising the unique and valuable skills that each staff member brings is critical to our future success and engagement of our staff.

“In all operations, we need to have safety as our first and utmost priority”

We need to ensure we have a strong focus on entry level and developmental roles in our business – providing cross-skilling opportunities for staff and the community to enter our Council, particularly with the ageing workforce.

In all operations, we need to have safety as our first and utmost priority, ensuring 100% of staff are safe, respected and engaged in our work in order for us to deliver excellent services to our community.

I am confident the Workforce Management Plan put forward will allow us to build and improve into the future, and ensure the best opportunities are provided for our staff and our future employees.

Steve Loane, General Manager

Forbes and surrounding regions have significant opportunity in the area of attracting and engaging skilled professionals and workforce to support our Community Strategic Plan.

“I have no doubt we will meet and exceed the current Workforce Management Plan for the next four years and beyond.”

This will only be achieved by a vigorous focus on our employee value proposition and competitive packages to attract diverse professionals and families to the community.

An increasing focus on our employee pipeline and fostering strong partnerships with local and national universities will ensure we are nurturing and attracting young professionals early in their careers, as well as continuing to build our strong apprentice, trainee and school work placement programs.

Engaging and developing the diversity and talent in our existing and future workforce will not only contribute to the success for Forbes Shire Council but will also provide a large pool of potential recruits for Local Government across Central West NSW as we move to more embedded strategic partnerships across the region. With energy, agility, focus and engagement, I have no doubt we will meet and exceed the current Workforce Management Plan for the next four years and into the future.

Carly Jayet, Manager People and Strategy.
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Executive Summary

Forbes Shire Council has worked hard over the last four years to increase our focus on creating a sustainable workforce, becoming an employer of choice, respect and accountability, personal development for staff and work health and safety. This has been despite many changes in leadership and organisational restructures.

The next four years will see significant shifts in our focus to strategic talent management, our employee value proposition and sophisticated performance management. In addition, we will focus on stabilising and embedding changes and driving efficient operations.

Like all businesses and industries across Australia, Council faces continuing and increasing challenges in the war on talent, skills shortages and an ageing population which are addressed in this Plan.

This report details Council’s Workforce Management Plan (the Plan) strategic and agile approach to setting ourselves up for the future through targeted and well planned programs of work and strategic workforce management. Ultimately, we need a diverse, engaged and agile workforce into the future.

To enable success, the Plan is mapped around four key types of activity: Stabilisation; Investment; Optimisation; and Excellence.

This will be achieved through six key strategies:

I. Strategy 1: Employee pipeline development
II. Strategy 2: Strategic Talent Management
III. Strategy 3: EEO and Diversity Development
IV. Strategy 4: Performance Management strategy
V. Strategy 5: Employee Value Proposition
VI. Strategy 6: Ageing Workforces Management and Readiness

These strategies will be executed alongside our broader operational principles set out by the General Manager including: rigorous project methodology and quality assurance; staff capability building; exceptional strategic and financial planning based on strong delivery plans and KPI monitoring (including reporting); safe operations; excellence in performance management; and positive employee engagement to drive success.

We will continue to embed organisational changes and structures to position ourselves for future success including the final structure bedded down after vigorous analysis in the 2018-19 financial year.

Council will be placed in an excellent position to deliver into the future and be an employer of choice in the region.
EXECUTION STRATEGY

Throughout this Plan you will see many commitments to a comprehensive action plan that Council commits to in order to achieve success into the future. We have identified four core activities to focus our attention in relevant areas of our workforce management and these are identified throughout the report.

Key to our execution strategy

These four core activities are:

- **Stabilise & Embed**: Continue with existing changes or progress and embed these changes to benefit Council into the future.

- **Invest**: Focus more resources, time, energy or budget to achieve significant gains in this area.

- **Optimise**: Allow significant changes to embed themselves and return optimal results. Measuring impact and ROI at this stage is critical.

- **Excel**: Ensure we are applying innovation and best practice in all our operations and strategies in this area.
Integrated Planning and Reporting Framework

IN THIS SECTION

2.1 Integrated Planning and Reporting in Local Government
2.2 Forbes Shire Council and Organisational Design
2.3 Approach and Data Analysis

“This framework allows NSW councils to draw their various plans together, understand how they interact and get the maximum leverage from their efforts by planning holistically and sustainably for the future.”

Office of Local Government NSW
2.1 Integrated Planning and Reporting in Local Government

2.1.1 Graph 1: Integrated Planning and Reporting Framework

1. ADAPTED FROM: HTTPS://WWW.OLG.NSW.GOV.AU/COUNCILS/INTEGRATED-PLANNING-AND-REPORTING/FRAMEWORK
2.1.2 IP&R Framework overview

“Effective workforce planning will help to ensure that the community’s strategic goals – as expressed in the Council Community Strategic Plan – will be met.”

The development of an effective workforce strategy will enable Council to focus on the medium and long term and also provide a framework for dealing with immediate challenges in a consistent way. This workforce strategy aims to provide Council with the workforce best able to inform and deliver strategic direction, develop innovative approaches to complex issues and deliver appropriate services effectively and efficiently.

The benefits of ensuring a diverse workforce include better local representation, improved communication and better understanding of the issues affecting local communities, as well as maximising the pool of workers from which to address the issues facing council. Such issues could include skills shortages, ageing workforce and business succession planning, as well as invigorating local communities and economies.

This Workforce Management Plan has taken into consideration Council’s Community Strategic Plan (CSP); Long Term Financial Plan (LTFP) and Asset Management Plan (AMP), including likely future opportunities, barriers and holistic workforce strategy will further support the resourcing Strategy of Council into the future.
2.2 Forbes Shire Council and Organisational Design

2.2.1 Current Organisational Structure - Forbes Shire Council Leadership team

Forbes Shire Council conducted an intensive and highly analytical organisational review program in 2018/19. This involved:
- full operational analysis
- full fiscal analysis
- capital and operational plan analysis
- structural design to achieve our CSP objectives into the future.

The organisational re-structure included:
1. Re-engineering to three directorates and one General Manager portfolio (Central West Livestock Exchange)
2. The successful recruitment of four new senior managers to four new portfolios:
   - Design
   - Assets
   - Fleet
   - Corporate Business

2.2.3 Organisational Design principles

In order to achieve a robust organisational design, analysis of current workforce skills and capabilities, future demands on our delivery and CSP, the organisational culture, structure and history were taken into consideration. This provided a much more focused approach to key business deliverables including the elevation of critical areas such as People, Finance, Strategy, Asset Management and Operations.

Steps to achieve our design:
- Innovation in organisational design based on business need rather than history
- Decoding and prioritising necessary functions and building a structure based on business model analysis
- Capability strengths leverage in existing and future leadership team
- Reflective of our purpose, mission and strategic plans into the future (10+ years)
- Grounded in market analysis and best practice operations.
2.2.2 Organisational Structure – Current (2018/19)
2.3 IP&R Approach and Analysis

Aligned with the IP&R guidelines, Forbes Shire Council followed the six-step methodology in the approach, analysis and finalised planning for the current Workforce Management Plan.

Step 1: Scoping the Development Strategy
I. Analysis of Community Strategic Plan and Delivery Program
II. Analysis with department leaders
III. Industry analysis

Step 2: Analysing the current workforce and identifying gaps
I. Data analysis, audit and review of all departments to identify current and future needs in addressing service needs, corporate objectives within the structure, skill and staff numbers meeting operational demand
II. Engagement with staff, leaders and our executive team to scope requirements
III. Identification of demand gaps across Council

Step 3: Forecasting workforce requirements and identifying gaps
I. Labor demand analysis – current and future
II. Internal and external challenges facing Council
III. Operational structure review
IV. Review of Council’s Management Plan

Step 4: Identifying strategies to address the gaps
I. Research and evidence on best practice approaches in the literature and organisational psychology principles and methodologies base
II. Key performance indicators developed
III. Management of our ageing workforce

Step 5: Implementing workforce strategy
I. Strategic and operational review of the strategy completed
II. Assigned accountabilities and review/reporting mechanisms established

Step 6: Monitoring and evaluating the workforce strategy
I. Measures of effectiveness established
II. KPI tracking and measuring
III. Workforce planning cycle feedback and integration established
2019 – 2021: A Snapshot

IN THIS SECTION

3.1 Demographic Profile Over Time
3.2 Diversity and Inclusion
3.3 The Ageing Workforce
3.4 Capability Assessment and Future Workforce
3.5 Predicted Workforce Resourcing and Implications
3.1 Demographic profile over time

3.1.1 Forbes Shire Demographic Profile

Forbes’ rural location influences population demographics, directly impacting Council’s access to certain diversity group and availability of skilled workers. In the most recent Census (2016), there were 9,808 people residing in Forbes. Of these:

- 50.12% were male and 49.88% were female.
- Aboriginal and Torres Strait Islander people made up 11.1% (median 18 years)
- 90.8% of people were born in Australia, followed by England 1.0%, New Zealand 0.4%, Philippines 0.3%, Scotland 0.2% and China 0.2%.
- People with disabilities of the population of Forbes Shire community make up approximately 5.9%.
- The median age of people employed full-time was 42 years, and 43 years for people who were employed part-time

3.1.2 Forbes Shire Council Demographic Profile

![Gender by Departments 2019](image)

*Footnote: Executives (n=4) 100% male*
Connected • Authentic • Consistent • Decisive

FORBES SHIRE COUNCIL WORKFORCE MANAGEMENT PLAN 2019 - 2023

2019 Age Profile
- 24% 19-25
- 23% >66
- 16% 36-45
- 15% 26-35
- 3% 46-55
- 3% 6-10 years
- 2% 11-20 years
- 2% > 20 years

2019 FTE Status Profile
- 78% Full time
- 19% Part time
- 4% Casual
- 4% Full time contract

Tenure Profile with Council
- 26% < 1 year
- 20% 1-2 years
- 17% 3-5 years
- 13% 6-10 years
- 13% 11-20 years
- 11% > 20 years

Years of Service by Department
- 20% Corporate Services
- 17% Engineering
- 16% Executives
- 15% Planning & Growth

2019 Cultural Diversity
- 88% Born in Australia
- 11% Born overseas
- 1% ATSI

Stability Index
2019 – 78.14%
3.2 Diversity and Inclusion

Equal Employment Opportunity (EEO)

The NSW Government has set specific employment benchmarks for the Public Sector (NSW Government, 2014). These are based on the estimated representation of EEO groups in the NSW working population, as below:

- 50% for women
- 2.6% for Aboriginal people and Torres Strait Islanders
- 19% for people whose first language was not English
- 1.5% for people with disabilities requiring work-related adjustments

Forbes Shire Council highlights the importance of EEO and anti-discrimination principles as an institutional expectation in its Code of Conduct, relevant policies, day-to-day dealings and ongoing improvement initiatives. 65% of employees rate Council’s EEO as good to excellent.

Council’s recruitment policy offers clear guidance stipulating recruitment based on merit. The policy is aligned with current legislation, applied across all recruitment activities to ensure staffing, and changes to internal employee duties, reflect equitable standards and protocols.

Council’s induction policy supports an EEO workplace, stipulating 100% requirements for new and existing staff yearly training in:

- Code of Conduct, including anti-discrimination concepts
- EEO
- Bullying and Harassment online training

Council is committed to working with individuals living with disabilities (3.7%), on a case-by-case basis and supports 100% of existing employees with a disability. Leaders, HR and WHS Officers work closely with individuals to create feasible and inclusive work environments, allowing employees to perform duties to their full capacity. This includes:

- ✓ Environmental adjustments, such as improved lighting and changes to monitor displays, ramps, downstairs toilets
- ✓ Permanently modifying duties where necessary
- ✓ Role transition

Council has lower rates of diversity internally than represented in the Forbes population of around 9%. Current trends are very low and hence the ambitious target has been set at 8% by 2023 for attractions of diverse groups to apply for roles with Council and allow merit based processes to support employment for diverse groups.

Current Employee Feedback

<table>
<thead>
<tr>
<th>EEO Practice at Council</th>
<th>Identified Disability at Council</th>
<th>Diverse Cultural Background</th>
</tr>
</thead>
<tbody>
<tr>
<td>No answer</td>
<td>Employee without disability</td>
<td>Born in Australia</td>
</tr>
<tr>
<td>Excellent</td>
<td>Employee with disability</td>
<td>Diverse Cultural background first generation</td>
</tr>
<tr>
<td>Very Good</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Good</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fair</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Poor</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8%</td>
<td>3.7%</td>
<td>1.75%</td>
</tr>
<tr>
<td>25%</td>
<td>96.3%</td>
<td>98.25%</td>
</tr>
<tr>
<td>24%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>25%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
3.3 Ageing workforce

Research\(^2\) suggests that the majority of employers and employees perceive an ‘older worker’ to be generally around the age of 55+. This figure is changing over time with the retirement age increase and other sociological factors. Furthermore 66% suggest their retirement savings are “insufficient” which will likely force delayed retirement in many cases.

In the ageing workforce, corporate knowledge management poses a significant risk to Council. With 27% of current employees over the age of 55 a much stronger focus is required for knowledge capture and sharing prior to retirement. Currently, Council is focusing on nurturing existing mature workers and remaining open to the experience and expertise of mature workers in our recruitment campaigns.

Continuing to raise awareness and manage unconscious bias and common myths related to technology resistance, productivity and energy, and less safe work behaviours will be central to our strategies moving forward into 2023. Council will continue to manage our ageing population on a case by case basis and plan for the ‘baby boomers’ to reach retirement by a strong focus on our employee pipeline strategy, flexible work, transition to retirement plans, and training.

Key action trends Council will continue to use to engage and maximise contribution of the ageing population include:

- 75% of older employees are not looking for transition to retirement, preferring a challenging and rewarding role.
- Emphasising strengths of our ageing workforce and focusing on knowledge transition and mentoring as key deliverables.
- Individualised plans for transitioning to retirement based on nature and deliverables of the role. Alternate duties, innovative plant and tool use, purchase of aids to assist safe work practices and flexible work arrangements.
- Providing financial advice support to workers over the age of 50 and encouraging workers under the age of 50 to seek financial support for retirement planning.
- Balancing significant corporate knowledge retention with increasing our employee pipeline strategies.
- Consideration of older employees in our talent programs as mentors and/or participants.
- Ensuring cognitive bias is reduced and recruitment of high quality candidates across the lifespan (including the aging population) is achieved in a merit band way.

“Both employers and employees believe that older workers are better in a crisis, make better mentors and are more enthusiastic then their younger counterparts.”

Chandler Macleod (2013) data:

How sufficient are your retirement savings?

- 8% Sufficient for good lifestyle
- 26% Sufficient with careful management
- 66% Insufficient

3.4 Capability assessment and future workforce

Based on audits and reviews in 2018 and 2019 of each department, Forbes faces a changing workforce and demand for skills over the next four years. An active focus on project management, results and strategic workforce management and agility in a challenging political and operational imperatives is key to achieve our Asset Management Plan, LTFP and CSP.

This will only be achieved through managing and developing our people

3.4.1 Skills and Capability Assessment

<table>
<thead>
<tr>
<th>CAPABILITY AREA</th>
<th>FOUNDATIONAL</th>
<th>INTERMEDIATE</th>
<th>ADEPT</th>
<th>ADVANCED</th>
<th>HIGHLY ADVANCED</th>
<th>TARGET 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Displays Resilience &amp; Adaptability</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Highly Advanced</td>
</tr>
<tr>
<td>Act with Integrity</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Highly Advanced</td>
</tr>
<tr>
<td>Demonstrates Accountability</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Highly Advanced</td>
</tr>
<tr>
<td>Manage Self</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Advanced</td>
</tr>
<tr>
<td>Communicate &amp; Engage</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Highly Advanced</td>
</tr>
<tr>
<td>Community &amp; Customer Focus</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Highly Advanced</td>
</tr>
<tr>
<td>Work Collaboratively</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Advanced</td>
</tr>
<tr>
<td>Influence &amp; Negotiate</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Advanced</td>
</tr>
<tr>
<td>Deliver Results</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Highly Advanced</td>
</tr>
<tr>
<td>Plan &amp; Prioritise</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Highly Advanced</td>
</tr>
<tr>
<td>Think &amp; Solve Problems</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Highly Advanced</td>
</tr>
<tr>
<td>Create &amp; Innovate</td>
<td></td>
<td></td>
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<td></td>
<td>Highly Advanced</td>
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<tr>
<td>Finance</td>
<td></td>
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<td>Advanced</td>
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<tr>
<td>Assets &amp; Tools</td>
<td></td>
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<td></td>
<td>Highly Advanced</td>
</tr>
<tr>
<td>Technology &amp; Information</td>
<td></td>
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<td></td>
<td>Advanced</td>
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<tr>
<td>Procurement &amp; Contracts</td>
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<td></td>
<td></td>
<td>Advanced</td>
</tr>
<tr>
<td>Manage &amp; Develop People</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Highly Advanced</td>
</tr>
<tr>
<td>Inspire Direction &amp; Purpose</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Advanced</td>
</tr>
<tr>
<td>Optimise Business Outcomes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Highly Advanced</td>
</tr>
<tr>
<td>Manage Change</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Advanced</td>
</tr>
</tbody>
</table>
3.5 Predicted Workforce Resourcing and Implications

In remaining abreast of the full Resourcing Strategy under our IP&R requirements, Council is working toward devising a full workforce plan and costing for the next 10 years. This resourcing strategy, predicted headcount and pattern of required employment for Council is based on the Asset Management Plan, and Long Term Financial Plan, as well as Council’s CSP and other core requirements such as Roads Maritime Service contracts. Council, by 2022, will have a full resource plan for all capital and predicted operational works including but not limited to:

- The minimum and efficient permanent workforce numbers required to achieve high quality, maximum efficiency works in line with LTFP

- The minimum contingent workforce and skillsets required in our flexible workforce to deliver on projects, and programs of work as they fluctuate throughout the LTFP cycle

- The minimum pipeline development transition time required to take an entry level employee from a trainee/cadet or graduate, through to a fully functional and highly effective resource for Council.

These numbers will be based on previous trends, and mapped to future predicted works. The process by which Council will achieve this clear and accurate resourcing plan includes, but is not limited to, an iterative process\(^3\) of:

I. Segmenting of workforce into clear areas to target for skillset attraction, development and transition/change.

II. Analysis of market supply and demand on skillsets and availability (including internal supply and demand).

III. Gap analysis of existing versus predicted resourcing requirements.

IV. Strategy and development of the full resourcing plan with scenario mapping for low, medium or high growth/investment periods.

V. Monitoring, evaluation and review of the resourcing strategy year on year.

Workforce planning will form a crucial role in Council’s strategy planning processes and will be reviewed, reported on, and managed on a 12-monthly cycle.

\(^3\) Based on APSC: https://www.apsc.gov.au/2-workforce-planning-explained
Market Factors and the External Environment

IN THIS SECTION
4.1 Skills Shortage and the War for Talent
4.2 Employee Value Proposition
4.3 Technology Enablers
4.4 Big Data in Human Resources

“If all you’re trying to do is essentially the same thing as your rivals, then it’s unlikely that you will be very successful”

Micheal E. Porter, Harvard
“If we do not focus on the drivers of change both inside and outside our industry and internationally, we will not reach our goals of being proactive and strategic in our human capital management at the Local Government level”

Carly Jayet, Manager People and Strategy.

---

**FOUR DRIVERS OF CHANGE**

- **Demographic upheaval**
- **Technology everywhere, digital everything**
- **Speed in the exponential economy**
- **New social contract between employer and worker**

---

**THE NEW ORGANISATION: DIFFERENT BY DESIGN**

- **Organisational Design**
  - Only 7% indicate that they have no future plans to restructure their organisation
  - 77% are currently restructuring their organisation or have recently completed the process.

- **Engagement**
  - 18% told us their companies do not formally measure employee engagement at all.
  - Only 7% of the executives report they measure employee engagement on a monthly or more frequent basis.

- **Leadership**
  - 24% of respondents rate their current leadership as having little to no value.

- **Excellent**
  - 7% Building millennial leaders
  - 13% Building global leaders
  - 14% Succession planning

- **Culture**
  - Only 28% believe they understand their culture well, and only 19% believe they have the “right culture”

- **The gig economy**
  - 51% expect to increase or significantly increase the use of contingent workers in the next three to five years.
  - 42% anticipate significant or moderate growth in the deployment of robotics and cognitive technologies in the same time period.

- **Design Thinking**
  - 24% use high-performing HR organisations
  - 5% other HR organisations

- **Learning**
  - 61% of respondents report challenges in moving their organisations toward external self-directed learning

- **Digital HR**
  - 72% think “digital HR” is important, yet only 9% feel fully ready for it.

---

4 Graphic Source adapted from: Deloitte University Press / DUpress.com
4.1 Skills shortage and the war for talent

Based on current research some of the most 'in demand' roles will be directly applicable to Forbes Shire Council into the future, in particular Engineers, IT and skilled tradesman. Research released by Manpower Group identified that in 2016 the global talent shortage scores were at their highest since 2007 at 40% of employers having difficulty filling key roles.

This issue is further exacerbated by Forbes’ rural location, where finding and attracting high quality talent in key professional and operational roles is challenging.

4.1.1 Strategies to address skill shortages

Manpower.com recommendations\(^3\)

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>53%</td>
<td>Offer training and development to existing staff</td>
</tr>
<tr>
<td>36%</td>
<td>Recruit outside the talent pool</td>
</tr>
<tr>
<td>28%</td>
<td>Explore alternative sourcing strategies</td>
</tr>
<tr>
<td>27%</td>
<td>Provide additional perks/benefits to recruits</td>
</tr>
<tr>
<td>26%</td>
<td>Pay higher salary packages</td>
</tr>
<tr>
<td>19%</td>
<td>Outsource the work</td>
</tr>
<tr>
<td>19%</td>
<td>Change existing work models</td>
</tr>
</tbody>
</table>

Council’s Goals

<table>
<thead>
<tr>
<th>Skill Shortages</th>
<th>Today</th>
<th>by 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Skilled production workers</td>
<td>54%</td>
<td>63%</td>
</tr>
<tr>
<td>Engineers</td>
<td>33%</td>
<td>48%</td>
</tr>
<tr>
<td>Researchers and scientists</td>
<td>28%</td>
<td>37%</td>
</tr>
</tbody>
</table>

Figure 3. Workforce categories in which the skills gap is most severe, today and anticipated in future.

Note: Percentages indicate the percentage of executives who opted for "severe shortage" or "high shortage".
4.2 Employee Value and Employer of Choice Proposition

The Employee Value Proposition (EVP) is essentially the characteristics and appeal of working for an organisation. Factors that various organisations refer to as “total rewards” includes salary and benefits, education and career advancement and development, flexible work arrangements, and wellness programs, among others. Other valuable assets that are often included are meaningful work, the culture of the organisation and a sense of purpose within the company. This relates heavily to our CSP commitment to be an employer of choice in the region.

In essence, the EVP encompasses everything that is meaningful to employees when it comes to their work. The value that employees place on Council’s EVP determines how much they will commit to you, your organisation and the goal everyone is trying to accomplish within the working arrangement and relationship. Organisations that are not able to explain what sets their organisation apart and why it is a privilege to work for them will often find that they are unable to retain their top talent.

Research has shown just how valuable EVPs are to companies and employers. According to the information, companies with strong EVP programs are:

- Less likely to see high rates of turnover with employees and instead will retain employees with specific valuable skill sets
- More likely to have employees that are engaged and active
- More than twice as likely to report significant financial performance above their peers

**Council’s Commitments/Strategies to EVP development by 2019-2023:**

1. Organisation Culture and Leadership
2. Employee Education
3. Training and Development
4. WHS Satisfaction
5. Performance Management
6. Recognition and Remuneration
4.3 Technology enablers

There is no doubt technology has a large role to play in Workforce Management into the future and Council is committed to staying abreast of new developments. Learning and interaction will become more personal, granular, autonomous, and connected which requires new platforms and formats. This will allow for more rapid and engaging communications internally and with our community.

Council’s Commitments by 2023:

I. Learning Management System implemented and embedded
II. E-Learning authoring tools
III. Reporting and analysis tools
IV. Social learning platform via new Intranet
V. Virtual Meeting software for recruitment and meetings
VI. Online and live chat via our website
VII. Blogging capability by GM and employees
4.4 “Big data” in Human Resources

Based on research by Bersin Deloitte in 2017, the sophistication of HR metrics and data is a key focus area and this is also the case for Council over the next four years. Our aim is to move from:

Level 1: Reactive – Operational Reporting (2018/19)
Level 2: Proactive – Advanced Reporting (2019/20)
Level 3: Strategic Analytics (2020/21)
Level 4: Predictive Analytics (2021/22).

Strategic and predictive analytics will enable Council to:

- Understand the drivers of performance and retention, using statistics to decide who to hire, analyse how remuneration correlates to performance and many other key statistical and business related data driven insights.
- Move outside the reporting of standard operational metrics to strategic insights and evidence based decision making reports.
- Continue to work towards being an Employer of Choice.

Figure 1: Bersin by Deloitte Talent Analytics Maturity Model

Execution Plan: 2022

IN THIS SECTION

5.1 Our key priorities
5.2 WFMP deliverables

“A vision and strategy aren’t enough. The long-term key to success is execution. Each day. Every day.”

Richard.M.Kovacevich
5.1 Our key priorities

5.1 Employee Lifecycle stages

For Forbes Shire Council to achieve success into the future, we need a strong and consistent process to the management of our employee lifecycle from recruitment and attraction of talent, through to transition and retirement. The following six priorities will ensure we are working proactively in all of the key employee lifecycle phases in an integrated and harmonious manner. Ultimately, a strong internal development focus and the market attraction strategy for prospective employees will combine to drive our success in managing our workforce in line with our CSP and Delivery Program.

For more detail on deliverables and measurables see 5.3 WFMP Deliverables.

5.1.1 Employee Pipeline Development 15%

**Rationale:** Graduates, trainees and apprentices are the future of our workforce. There are many cited benefits for taking on pipeline staff in their early career including combatting ageing workforce trends, training future employees who understand our business, develop business critical skills and qualifications required into the future.

This includes activity in:

I. University engagement and scholarship support
II. Increase in apprentice, trainee and work placement programs
III. Training and development strategy for pipeline employees across Central NSW Councils
IV. Transition to employment status with existing pipeline employees where appropriate.

5.1.2 Strategic Talent Management

**Rationale:** By definition, strategic talent management encompasses approaches to: attract, identify, develop, engage, retain and deploy individuals who are highly valuable. A tailored, organisation-wide talent management strategy provides a focus for investment in human capital and places the subject high on the corporate agenda.

It can also contribute to other strategic objectives, including:

- building a high performance workplace
- encouraging a learning organisation
- adding value to the ‘employer of choice’ and branding agenda
- contributing to diversity management (CIPD UK, 2017).

This will be achieved through:

I. Resourcing strategy for 2021
II. Skill and capability definition and development
III. High potential programs
IV. Leadership development
V. Succession planning
5.1.3 EEO and Diversity Management

**Rationale:** Workplaces that are higher in diversity have higher levels of engagement, productivity and a more positive culture in general – out thinking and out performing less diverse, more homogenous organisations. Of particular relevance to Council is the need to nurture a safe, productive and harmonious workplace. Where possible, we need to drive actions and strategies internally around our diversity in the workforce, that matches our diverse Forbes Shire population. Legislation and governance around EEO is secondary to the desire to have a 100% inclusive culture.

**Our Commitments**

I. Successful execution of Disability Inclusion Action Plan;
II. EEO Management Plan – and tracking outcomes and ROI;
III. Alignment with LGNSW EEO practice
IV. Significantly increased focus on training in EEO.

5.1.4 Performance Management Strategy

**Rationale:** A well-structured and implemented performance management system provides a number of benefits to the organisation, management and employees.

These benefits include:

- establishing group and individual performance objectives to ensure that their performance is aligned with the organisation’s strategic and operational objectives
- linking performance evaluation and employee development and rewards to motivate individuals
- assisting the organisation in improving its productivity and efficiency
- regular monitoring of progress toward achievement of performance objectives
- identification of specific training needs across the organisation
- improved salary administration
- improved communication and relationships between managers and staff members
- improved guidance and assistance in developing capabilities and potential of staff members. (AHRI, 2017).

**Our Commitments**

I. Embedding new performance management system
II. Rewards and recognition system
III. Training and development
IV. Driving a significant positive shift in a ‘feedback culture’.

5.1.5 Employee Value Proposition

**Rationale:** A well-executed EVP strategy can drive productivity and engagement by up to 70% with the key benefits being:

- helps to attract and retain talent
- helps to appeal to different markets and ‘tough to hire’ talent groups
- helps to re-engage a disenchanted workforce
- helps to prioritise HR agenda
- creates a strong ‘People brand’
- reduce new-hire premiums (such as the emphasis placed on ‘salary alone’) (Corporate Leadership Council, 2017).

**Our Commitments**

I. Engagement and productivity
II. Attraction partnerships across the Central West;
III. Best practice Strategic Human Resources Plan; and
IV. Proactive employee lifecycle management – recruitment through retirement (this will be executed in combination with 5.1.2).

5.1.6 Ageing Population and Workplace Impacts

**Rationale:** Council, like most industries is not immune to the impacts of the ageing population. Council commenced the ageing workforce strategy in 2017 which continues for the duration of this Plan. The benefits of an active and responsive ageing workforce plan includes but is not limited to:

- full leverage of corporate knowledge, experience and history, transitioned to the next generation of leaders and operational staff
- a strong and genuine focus on engagement of the workforce at all ages and demographics; including flexible options to allow ageing workforce to stay meaningfully employed for longer and by choice
- acknowledging and leveraging the key role that the ageing population plays in our business, with core knowledge and experience unable to be achieved and leveraged at any other life stage and celebrating this in all areas of the operation.

Council’s continued approach to managing the ageing population includes significant investment in building governance and operational plans for:

I. flexible work options
II. transition to retirement and phased retirement plans
III. alternate duties and agile project teams
IV. heavy investment in structured and unstructured mentoring programs. The importance of the mentoring programs is, in part, to ensure that critical business knowledge and corporate knowledge and history does not ‘retire’ along with our workforce.
## 5.2 Workforce Management Plan Deliverables

Resources needed to deliver on CSP

<table>
<thead>
<tr>
<th>Strategy 1: Employee Pipeline Development</th>
<th>18/19</th>
<th>19/20</th>
<th>20/21</th>
<th>21/22</th>
<th>Deliverables</th>
<th>Measurement &amp; KPIs</th>
<th>Responsible</th>
<th>Likelihood of success</th>
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<tr>
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<td></td>
<td>1.1. University engagement plan strategy (e.g. CSU Bathurst)</td>
<td>By 2023: 15% employee pipeline by 2023; 8 Central NSW Council wide training and learning forums; Increase of four Graduate roles by 2021.</td>
<td>Sponsor: MPS, Executive &amp; Leaders</td>
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<td>1.2. Execute predicted Workforce Resource plan year on year</td>
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<td>1.3. Engage and lead Central NSW Council’s in the area of employee pipeline development and learning</td>
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<td>1.4. Implement Indigenous Employment Program</td>
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<td>1.5. Forbes Shire Council Graduate Program (2-yearly intake)</td>
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<tr>
<th>Strategy 2: Strategic Talent Management</th>
<th>18/19</th>
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<th>20/21</th>
<th>21/22</th>
<th>Deliverables</th>
<th>Measurement &amp; KPIs</th>
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<td>2.1 Profile ‘talent in LG’</td>
<td>By 2023: 100% talent management plan in place (attract, identify, develop, engage, retain and deploy individuals who are highly valuable); 100% succession plans in place; 80% placement of key/critical/at risk roles; Completion of LDP by 80% of current and emerging leaders</td>
<td>Sponsor: GM, MPS, Leaders SHRO</td>
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<td>2.2 Implement LGNSW Capability Framework</td>
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<td>2.3 Leverage performance data to track trends over time and identify talent and high potential across Council – High Talent program developed and implemented</td>
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<td>2.4 Design and delivery of innovative Leadership Development Program (LDP) for current and emerging leaders</td>
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<td>2.5 Succession planning – critical and at risk roles.</td>
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<tr>
<th>Strategy 3: EEO and Diversity Management</th>
<th>18/19</th>
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<th>20/21</th>
<th>21/22</th>
<th>Deliverables</th>
<th>Measurement &amp; KPIs</th>
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<td>3.1 Finalise and embed EEO Management Plan</td>
<td>By 2023: Interview panels and application % directory EEO; 100% staff compliant EEO/Diversity refresher yearly; 100% completion of online modules (LMS) at on boarding stage; 20% of workforce on flexible work arrangements.</td>
<td>Sponsor: MPS, SHRO, Leaders, All Employees</td>
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<td>3.2 Introduce yearly: Unconscious Bias, EEO and Diversity Training for all staff</td>
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<td>3.3 Independent audits of 10% of recruitment campaigns – transparency and fairness.</td>
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<td>3.4 Four awareness campaigns of legislation and our progress in the area of EEO and Diversity.</td>
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<td>3.5 Delivery of DIAP with internal objectives</td>
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<td>3.6 Financial advice for retirement offered to employees.</td>
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### 5.3 WFMP Deliverables (Cont)

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<thead>
<tr>
<th>Strategy</th>
<th>18/19</th>
<th>19/20</th>
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<th>Deliverables</th>
<th>Measurement &amp; KPIs</th>
<th>Responsible</th>
<th>Likelihood of success</th>
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<tr>
<td><strong>Strategy 4:</strong> Performance Management strategy</td>
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<td>⬆️</td>
<td>⬆️</td>
<td>4.1 Review effectiveness of new performance System (2019/20) 4.2 Embed LGNSW Capability Framework &amp; 100% PD review 4.3 Embed online system 4.4 Bi-annual rewards 4.5 ‘Culture of Feedback’ program implementation 4.6 Implementation and engagement of new LMS system</td>
<td>By 2023: 100% performance appraisals completed, 100% PDP completion; Bi-annual rewards program delivered consistently for 4-years; 100% training budget allocation.</td>
<td>Sponsor: GM, Leaders HRO, SHRO, MPS</td>
<td><img src="https://example.com/likelihood.png" alt="Likelihood of success" /></td>
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<td><strong>Strategy 5:</strong> Employee Value Proposition</td>
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<td>⬆️</td>
<td>5.1 Bi-annual Engagement survey and strategy design/implementation plan yearly 5.2 Flexible Work Policy and implementation 5.3 Safety and Wellness programs – quarterly 5.4 Commence Workplace Gender Equality Agency application and process 5.5 Full review of market value and EVP development &amp; delivery 5.6 Yearly HR/OD audit 5.7 ‘Attraction Partnerships’ across the Central West (e.g. NPM, Parkes Council, RMS)</td>
<td>By 2023: Bi-annual engagement surveys delivered with &gt;60% completion; 50% increase in engagement scores across the business; 100% positive feedback at onboarding/3 month/6 month; 50% increase in health, safety and wellbeing programs; 100% HR/OD Audits completed.</td>
<td>Sponsor: GM, All Leaders All Employees SHRO</td>
<td><img src="https://example.com/likelihood.png" alt="Likelihood of success" /></td>
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<td><strong>Strategy 6:</strong> Ageing Workforce</td>
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<td>⬆️</td>
<td>6.1 Policies and governance to support safe, engaged and industry flexible work; phase retirement and agile project team deployment for ageing workforce 6.2 Safety and Wellness programs targeted at all age demographics and including financial and retirement advice including how to stay fit and healthy well into your 60s and 70s; 6.3 Case studies demonstrated value of flexible contracts, phased retirement and project teams delivered to Council and industry</td>
<td>By 2023: 100% of ageing workforce informed and empowered in decision making relating to work options and retirement; at least 50% of ageing workforce defined and able to be redeployed through targeted training and further skill development; at least 100 hours of mentoring and knowledge management activity each year across the business.</td>
<td>Sponsor: GM and All Leaders; Employees at all ages; Employees aged 50-70</td>
<td><img src="https://example.com/likelihood.png" alt="Likelihood of success" /></td>
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**Strategy 6:**

**Ageing Workforce continued**

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<th>Strategy</th>
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<tr>
<td><strong>6.4</strong> Monitoring and tracking of trends in data in all areas - injury; productivity; HR; leave and other to make informed data based decision regarding the ageing workforce. <strong>6.5</strong> Implement an interactive and formal knowledge management and knowledge sharing strategy. <strong>6.6</strong> Targeted mentoring and upskilling program matching ageing workforces with pipeline and succession plan employees for the purpose of knowledge and history transition.</td>
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<td>By 2023: Formal mentoring program in place for ageing workforces and successors as well as prospects and key stakeholders; at least 10 flexible work or transition to retirement contracts/plans in place by 2023; at least one award secured from industry for innovative management of ageing population.</td>
<td></td>
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<td>Sponsor: GM and All Leaders; Employees at all ages; Employees aged 50-70</td>
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</table>
REFERENCES

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