

WORKFORCE MANAGEMENT PLAN





Contents

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER	3
INTRODUCTION	4
OUR ORGANISATION	5
OUR PEOPLE OUR WORKPLACE OUR FUTURE	6 - 10
Our Methodology	6 - 7
Our Workplace	8
Measuring Our Success	9 - 10
Key Result Area 1 – Attracting Talented People	11
Key Result Area 2 – Engaging Talented People	12 - 13
Key Result Area 3 – Developing Talented People	14 - 15
Key Result Area 4 – Recognising and Rewarding Talented People	16
Key Result Area 5 – Retaining Talented People	17
Key Result Area 6 – Promoting Diversity & Inclusion within Our Workplace	18
Key Result Area 7 – Rebuilding our Organisation after Change	19 - 20
APPENDIX A – Workplace Diversity and Equal Employment Opportunity	21



Message from the Chief Executive Officer

Our Home, Liverpool 2027 ten-year Community Strategic Plan (CSP) concentrates on four (4) key directions to move Liverpool forward, and form the structure for our community's priorities. The 4 CSP directions are:



Our People, Our Workplace, Our Future is Liverpool City Council's Workforce Management Plan, and builds upon our previous plan. This plan supports Council's corporate values and key Directions, and assists Council in achieving its community vision for Liverpool to be an inclusive place to live, learn and grow. These strategies enable Council to present a workforce that can respond to emerging community needs now and into the future. Specifically, these strategies are aimed at creating sustainability for Council to be able to effectively attract, engage, develop, recognise and retain talented people.

Our People, our Workplace, Our Future will continue to evolve as the new organisation structure forms, resulting in improved organisational outcomes, and enhanced service delivery and facilities for the Liverpool community.

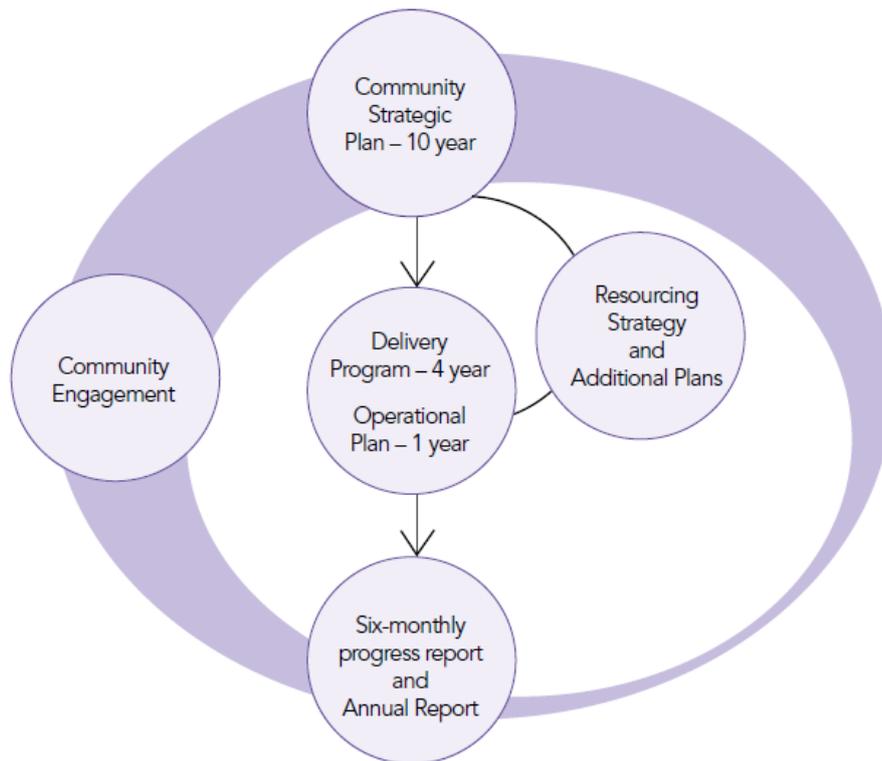
Finally, at Council we recognise the people challenges ahead of us, including an ageing workforce, skills gaps and retaining quality people. This plan acknowledges that our major asset – our people, are fundamental for Council to successfully deliver on the communities emerging and changing needs and challenges. We have great people, and we continue to aspire to be a great workplace. This plan will enable us to become a great workplace.

Kiersten Fishburn
Chief Executive Officer



Introduction

The NSW Government's *Integrated Planning and Reporting Framework* requires Councils to review and develop strategies relating to financial, asset management, and workforce planning.

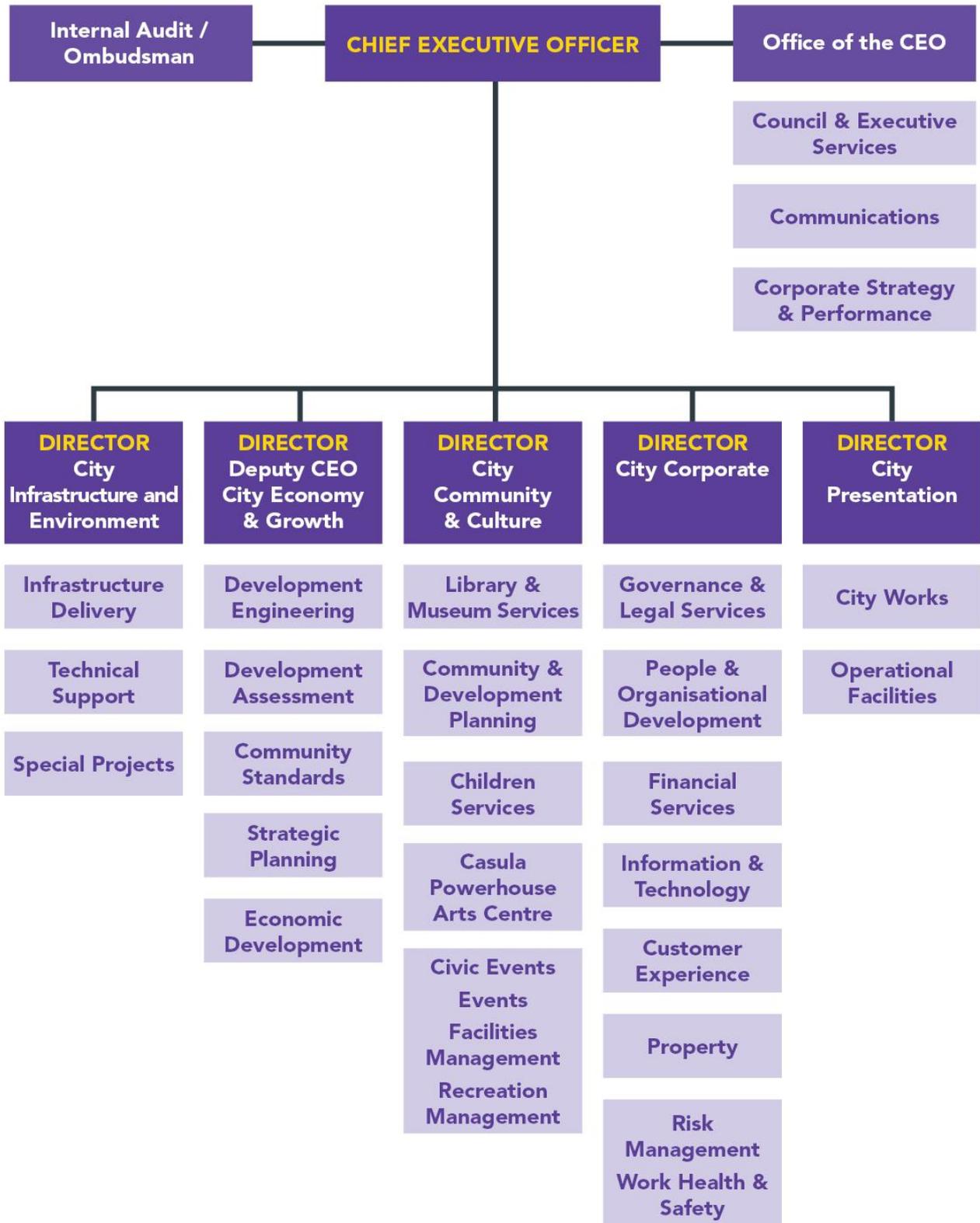


Our People, Our Workplace, Our Future is Liverpool City Council's Workforce Management Plan, and it identifies a range of people strategies and actions to deliver the community's vision. Specifically, *Our People, Our Workplace, Our Future* will enable:

- Continued development of people capability and enhanced capacity to respond to evolving and changing Council priorities and strategic directions, together with alignment with demographic challenges and opportunities, emerging labour market trends and operates within financial constraints
- Sustained ability for Council to attract, engage, develop, recognise and reward talented people
- Adoption of best practice and innovative approaches to workplace planning



Our Organisation





Our People, Our Workplace, Our Future

Our Methodology

People and Organisational Development (POD) undertook a comprehensive scan of the environment to shape the themes and priorities in this plan. Several internal sources of information were used to inform this plan, including:

- “Our Home, Liverpool 2027” Liverpool City Councils’ Community Strategic Plan
- Liverpool City Council staff demographic information
- Managers Workforce Management Plan Survey data
- Employees Workforce Management Plan Survey data
- New Starter Survey data
- Exit Survey data

The environmental scan identified numerous people and workplace challenges facing Liverpool City Council, and these include:

- Realigning our organisation *after change*
- Having clarity on our *desired culture*
- Responding to an *ageing workforce*
- Effective *knowledge management*
- *Attracting key talent* into our organisation
- *Retaining key talent* within our organisation
- *Developing our talent* on the job
- *Succession planning* for difficult to fill roles
- Improving our *employee engagement*
- Maximising current *award renegotiation*
- Recognising our *salary structure* to market test and potentially create more competitive pay levels
- Needing an organisational wide employee *recognition and reward program*
- Enhancing *leadership capability*
- Establishing *gender equality* in more senior roles

This is the second Workforce Management Plan developed by POD, and builds upon our previous plan. Essentially, this Plan “*Our People, Our Workplace, Our Future*” represents our overall strategy for how we will support our people with a range of strategies in response to the challenges highlighted above.



Specifically, in response to the challenges outlined, *Our People, Our Workplace, Our Future* sets out a comprehensive plan with seven (7) Key Result Areas (KRAs) for Council's workforce. The 7 KRAs are as follows:

1. **Attracting** Talented People
2. **Engaging** Talented People
3. **Developing** Talented People
4. **Recognising** and Rewarding Talented People
5. **Retaining** Talented People
6. **Promoting** Diversity and Inclusion within Our Workplace
7. **Rebuilding** our Organisation After Change

Each of the 7 KRAs are supported with a program of work that includes targeted people strategies and success measures. The remainder of this plan will outline each KRA in detail.



Our Workplace



Aurion Data at February 2017 PWC FY 16 Report



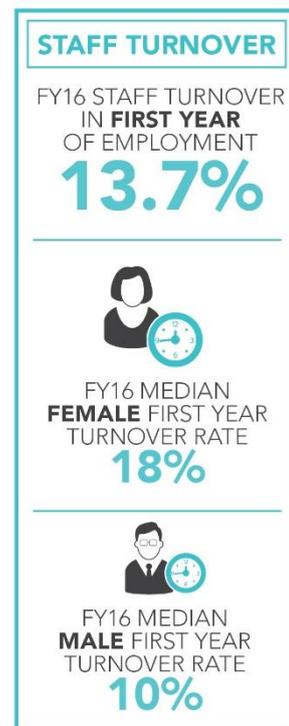
Aurion Data at February 2017



Aurion Data at February 2017



Aurion Data at February 2017



PWC FY 16 Report



Aurion Data at April 2017



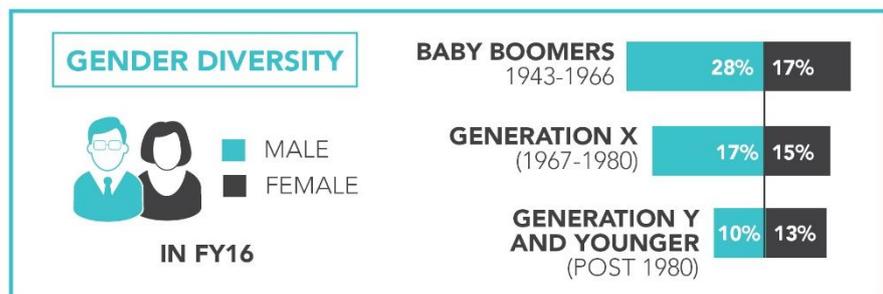
PWC FY 16 Report



PWC FY 16 Report



Aurion Data at February 2017



PWC FY 16 Report



Measuring Our Success

Achievement against this Workforce Management Plan will be reported internally, on a quarterly basis. Select metrics will be reported externally, every six months. In addition to KPI reporting on strategy implementation, progress will be reported against the following key performance indicators:

KRA 1: Attracting Talented People

- **Applicant rate** (refer to KRA 6)
(ie total applicants for a position/total offers accepted – measures response rates for particular roles)

KRA 2: Engaging Talented People

- **Workforce Distribution**
- **Employment type**
(ie. breakdown of Councils total workforce by employment type)
- **Recruitment rate**
(ie, number of permanent employees recruited as a percentage of permanent FTE – measures volume of recruitment activity, newness of workforce and indicative of turnover rate)
- **Average Time to Fill a Position**
(ie. from initial request to new starter commencement)
- **Percentage of diversity hires**
(ie. reporting on EEP groups statistics captured in recruitment actions)
- **Talent Pipeline** (refer to KRA 6)
(ie. measures pipeline of hires, including trainee, internships, graduate and work experience)

KRA 3: Developing Talented People

- **Developing Our People impact ratio**
(ie. the percentage of employees who attend a learning and development activity as a total of FTE)
- **Mandatory training**
(ie. percentage of employees who have completed their mandatory training)
- **Percentage of People Achieving Development Plans**
(ie. percentage of employees who have a completed people achieving development plan)
- **Percentage of People Achieving Achievement Plans**
(ie. percentage of employees who have a people achieving achievement plan in place)
- **Percentage of People Achieving Achievement Evaluations**
(ie. percentage of employees who have a people achieving achievement evaluation of meets expectations or above)



KRA 4: Recognising and Rewarding Talented People

- **First Year Turnover rate** (refer to KRA 5)
(ie. ratio of new hires that leave Council within their first year)
- **Turnover rate of Exceeding Performance**
(ie. percentage of employees that leave who have a People Achieving Achievement Evaluation of 'Consistently Exceeding Expectations')

KRA 5: Retaining Talented People

- **Length of service**
- **Turnover rate**
- **First Year Turnover rate** (refer to KRA 4)
(ie. ratio of new hires that leave Council within their first year)
- **Climate Survey** (refer to KRA 7)
(ie. measures response rate)
- **Critical Roles defined**
(ie. as defined by Council, roles that require successors have been defined)
- **Successors defined for Critical Roles**
(ie. as defined by Council, critical roles have successors defined)

KRA 6: Promoting Diversity and Inclusion within Our Workplace

- **Gender and Age Distribution**
- **Workplace Diversity Distribution**
- **Applicant rate** (refer to KRA 1)
(ie. total applicants for a position/total offers accepted – measures response rates for particular roles)
- **Talent Pipeline** (refer to KRA 2)
(ie. measures pipeline of hires, including trainee, internships, graduate and work experience)

KRA 7: Rebuilding our Organisation After Change

- **Climate Survey**
(ie. measures response rate)
- **New Starter Survey**
(ie. qualitative information regarding the employees experience as a new starter)
- **Exit Survey**
(ie. qualitative information regarding the employees experience on leaving Council)
- **Onboarding and induction feedback**
(ie. qualitative information regarding the employees Onboarding and Induction experience)



Attracting Talented People

Attracting the right applicants for Council roles is critical to developing a talented workforce and achieving organisational success.

We are currently working on several initiatives to increase and optimise our ability to attract the best applicant for any given role at any given time.

Improvement areas

- Alignment of employment brand with Council's Vision and Directions
- Marketing Council as an attractive place to work
- Optimising technology to support potential job applicant interest and continued engagement

Measurement

- 20% increase in job applicant response rate

Code	Priority	Strategy
1.1	Position Council as an Employer of Choice.	<ul style="list-style-type: none"> • Develop an Employee Value Proposition (EVP) to highlight the benefits of working for Council to potential applicants - by December 2017.
1.2	Promote and market Council as a great place to work.	<ul style="list-style-type: none"> • Develop an innovative social media strategy for marketing, promoting and advertising career opportunities and vacant positions - by July 2018. • Develop a marketing and communication campaign to promote a diverse and inclusive workplace for potential job applicants - by December 2018.
1.3	Innovate in order to attract talent.	<ul style="list-style-type: none"> • Implement an e-recruitment system to simplify and automate Council recruitment and selection practices – by January 2018. • Targeted promotion of Council specific career streams to encourage potential applicants – by December 2018.



2 Engaging Talented People

A best practice approach to selecting and engaging talented people has never been more important. Rapid changes in technology, economic influences and skills shortages require Council to adopt a fresh minded approach to be successful in acquiring and engaging talented people.

We are working towards Council having a simple yet robust job applicant experience, helping hiring managers to make timely and informed decisions, with an integrated on-boarding program for new starters, and improving employee engagement.

Improvement areas

- Timeliness and responsiveness
- Assessment and selection approach
- Job applicant experience
- Employee engagement

Measurement

- Average position time to fill reduced to 14 weeks
- 15% increase in trainee, graduate and work experience hires
- 10% increase in diversity hires by December 2018
- 15% decrease in external labour hire
- 5 internships/work experience placements offered to people with disability

Code	Priority	Strategy
2.1	Streamlined talent acquisition and engagement practices.	<ul style="list-style-type: none"> • Develop online forms and tools to support hiring managers - by January 2018. • Introduce pre-employment aptitude assessments for particular job families to help inform selection decisions - by December 2018. • Attract a diverse range of potential job applicants by having position descriptions that clearly state role and capability requirements (and reflect Council's strategic Directions) - by December 2018.



	Priority	Strategy
2.2	Develop a whole-of-Council talent engagement framework that integrates traineeships, graduates, work experience, secondment, diversity and external labour hire.	<ul style="list-style-type: none"> • Align identified skills gaps to potential talent engagement framework options – by March 2018. • Establish partnerships with relevant education and training providers - by April 2018. • Explore and enable Council placements for trainees, graduates and students - by June 2018. • Develop an external labour hire policy – by June 2018. • Review feasibility of establishing a secondment program with other local Councils - by March 2021.
2.3	Redesign induction and on boarding program.	<ul style="list-style-type: none"> • Deliver an integrated on boarding program - by December 2017. • Review and refresh new starter and exit survey - by December 2017.



3 Developing Talented People

Developing our talented people is a priority for Council as it enables us to grow our talent, as well as improve and advance individual careers.

We are focusing on supporting our people achieve success through building people capability – it ensures that people take a leading role in their development, and helps drive a performance culture too.

Improvement areas

- Greater focus on positive performance and achievement
- Increase uptake of 'People Achieving', Councils new performance and development framework
- Greater emphasis on capability development beyond classroom training

Measurement

- 70% of Achievement and Development Plans completed by end of each People Achieving cycle
- 70% of Achievement Evaluations are 'Meet Expectations' or above by end of each People Achieving cycle
- 70% of staff at least 'Meeting' Councils 5 core capabilities by end of each People Achieving cycle
- Training budget identified by capability development areas aligned to Council directions
- Required disability and inclusion training delivered

Code	Priority	Strategy
3.1	Informal learning practices recognised as development.	<ul style="list-style-type: none">• Develop coaching framework - by July 2018.• Develop mentoring framework- by July 2018.
3.2	Executive team demonstrate defined leadership capabilities.	<ul style="list-style-type: none">• Develop and introduce 'Developing Our Leaders' Program to Executive - by March 2018.
3.3	Employee development needs are identified through 'People Achieving' and aligned with Councils objectives. <i>(Continued on next page)</i>	<ul style="list-style-type: none">• 'Developing Talented People' launched - by September 2017.• Define mandatory, legislative and operational training by job type and develop 'The Essentials' framework - by December 2017.



Code	Priority	Strategy
3.3		<ul style="list-style-type: none">• Complete a post implementation review of People Achieving - by July 2017.• Review findings and better integrate People Achieving - by September 2017.• Develop and implement disability and inclusion training – as required.
3.4	Improve employee engagement and workplace improvement opportunities.	<ul style="list-style-type: none">• Deliver Annual Climate Survey – March 2018.• Review and update performance improvement policy – December 2018.



4 Recognising and Rewarding Talented People

Recognition and reward is key in any workplace to attract and retain talented employees. Employees who feel valued, encouraged and appreciated for the work they do are more likely to be engaged, contribute effectively, work innovatively and achieve highly in their roles.

We are currently working on a number of priorities and strategies aimed at keeping employees engaged, motivated and working efficiently to deliver the best possible outcomes for Council.

Improvement areas

- Recognition and reward of people
- Contemporary salary structure matching market trends

Measurement

- Year on year decrease in staff turnover where Achievement Evaluations are rated 'Consistently Exceeds Expectations'
- Year on year decrease in staff turnover where tenure is less than 12 months'

Code	Priority	Strategy
4.1	Develop a recognition and reward program.	<ul style="list-style-type: none">• Establish a Council Wide Recognition and Reward philosophy - by December 2017.• Aligned to People Achieving, Councils Recognition and Reward program implemented - by March 2018.
4.2	Review and benchmark Council salary structure to develop and integrate recognition and reward opportunities.	<ul style="list-style-type: none">• Salary structure reviewed - by September 2020.• Review outcomes implemented in salary structure - by December 2020.



5 Retaining Talented People

Employee retention is important to Council’s success. Having the right people, with the right skills and capability in the right jobs is critical for effective service delivery.

However, as work requirements evolve, workplace demands change. With an ageing workforce, as well as a shortage in skills and qualifications in some areas, it’s important to have initiatives in place to retain and transfer skills, otherwise knowledge and skills will be lost, causing a skills gap. Additionally, we seek to retain talented people who add value and positively contribute to the workplace.

Improvement areas

- Succession Planning
- Flexible work arrangements

Measurement

- 70% response rate to Climate Survey
- Year on year decrease in staff turnover rate
- Year on year decrease in staff turnover where tenure is less than 12 months’
- Critical roles defined
- Successors prepared for critical roles

Code	Priority	Strategy
5.1	Retention strategies aimed at retaining our talented people.	<ul style="list-style-type: none"> • Employee survey conducted to identify attractive aspects of our workplace - by March 2018. • Review new starter and exit survey results and implement findings - by March 2019. • Review and refresh existing work practices and career paths for employee flexibility in managing work/life balance (return to work from long term leave, transitioning to retirement, etc) - by December 2018.
5.2	Introduce knowledge management and succession management systems.	<ul style="list-style-type: none"> • Knowledge management framework implemented - by March 2020. • Succession management framework implemented - by June 2019. • Alumni Program implemented - by December 2019.



Promoting Diversity and Inclusion within Our Workplace

One of Council's key directions is "creating connection", which emphasises the importance of connections within Liverpool to create a harmonious community, celebrate diversity and promote inclusion.

We are committed to being a diverse and inclusive workplace, and we will continue to focus on gender equity, together with increasing the representation of Indigenous Australians, as well as people living with a disability and cultural diversity. Additionally, we will explore approaches to generational diversity.

Improvement areas

- Diversity data collection and reporting
- Strengthen Diversity and Inclusion practices across Council

Measurement

- 10% increase in diversity hires by December 2018
- 15% increase in trainees, graduates and work experience hires
- 10% increase in younger generation job applicant response rate

Code	Priority	Strategy
6.1	Raise awareness of diversity and inclusion strategies.	<ul style="list-style-type: none">• Diversity details captured in Council's HRIS - by March 2018.• Develop a communication plan to support diversity and inclusion - by March 2018.• Create a calendar that includes diversity initiatives - by March 2018.• Update diversity and inclusion information into the induction process – by March 2018.• Implement a Workplace Diversity Network Group - by December 2017.
6.2	Increase the level of diversity and inclusion within the workforce.	<ul style="list-style-type: none">• Develop a strategy to encourage a diverse range of applicants to apply for positions - by December 2017.• Workplace Diversity Training developed and implemented - by September 2017.



Rebuilding our Organisation after Change

The capacity of our people is critical for Council to achieve its strategic direction. Our leaders will work in collaboration with our people, and will foster a vision, together with a set of shared values and behaviours, which will shape our organisation, keep our employees engaged and motivated, and enable Council to deliver on its strategic direction.

Improvement areas

- Organisational culture
- Leadership and staff communication
- Strategic workforce planning to proactively manage skill gaps and shortages
- Proactive approach to workforce changes and evolving services needs

Measurement

- Positive on-boarding/induction feedback
- New Starter and Exit Survey data
- 70% response rate to Climate Survey

Code	Priority	Strategy
7.1	Connecting our Leaders and our People.	<ul style="list-style-type: none"> • Get clear on the vision for Liverpool Council – by November 2017. • Define the values and behaviours supporting the vision – by April 2018. • Define deliverables and supporting program of work – by May 2018. • Phased implementation of program of work – by July 2019.
7.2	Implement Directorate workforce management plans.	<ul style="list-style-type: none"> • Review directorates with leadership and staff and develop workforce management plans for each directorate - by March 2018.



Code	Priority	Strategy
7.3	Improved workplace planning and organisational design.	<ul style="list-style-type: none">• Review establishment annually - by March 2018.• Develop establishment management guidelines - by March 2018.• Develop a new position description template - by March 2018.• Develop guidelines to include protocols for workforce profile data capture and reporting - by January 2018.• Develop guidelines to include protocols for reviewing task design - by March 2018.• Update job evaluation protocols - by July 2021.• Review process for identification of critical skills and positions - by July 2018.



APPENDIX A

Workplace Diversity and Equal Employment Opportunity

Equal Employment Opportunity (EEO) Management Plan 2014 – 2019

Council is committed to encouraging diversity in the workplace and developing a workplace culture that is inclusive, respectful, promotes diversity and embraces the unique skills and qualities of the workforce.

The EEO Management Plan identifies our strategic objectives for the next five years and asserts how Council's equal employment opportunity strategies will be communicated and implemented within Council. The plan has been developed in accordance with the requirements of the *Local Government Act 1993* (the Act) and supports the Act's objectives to:

- a) Eliminate and ensure the absence of discrimination in employment on grounds of race, sex, marital or domestic status and disability in councils, and
- b) Promote equal employment opportunity for women, members of racial minorities and persons with disabilities in councils.

This plan underpins Council's EEO Policy and provides a strategic link between the Act, the Workforce Management Plan and our Equal Employment policy.

Additionally, under legislation, Council is required to support the principles of disability inclusion and develop strategies and actions that address the key focus areas of:

1. Developing positive community attitudes and behaviours
2. Creating liveable communities
3. Supporting access to meaningful employment
4. Improving access to services through better systems and processes.

These strategies and actions will form part of Council's Delivery Program and Operational Plan, thus providing a framework to ensure the inclusion of less advantaged people within our society. Furthermore, Council will implement a range of strategies (Outlined in *Key Result Area 6 – Promoting Diversity and Inclusion within Our Workplace*) to improve access to and participation in the workplace for targeted groups, and thereby increase diversity and inclusion within Council's workforce too.