



Department of **Local Government and Communities**
Department of **Regional Development**



Shire of Shark Bay

Workforce Plan

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1. Introduction

Welcome to the Workforce Plan for the Shire of Shark Bay.

This plan shares our workforce challenges and vision to build a sustainable workforce for the future.

We have developed our ten-year Strategic Community Plan and our four-year Corporate Plan which outline our hopes and aspirations for our community. These plans have been reviewed in 2012 and 2013. Our Workforce Plan, as part of the Western Australian local government's integrated planning framework, helps us ensure that the Shire has the right people in the right place at the right time to meet the needs of our Strategic Community Plan.

The Shire faces a range of workforce challenges and opportunities. We have a dedicated workforce which is strongly committed to making a difference in our workplace.

Our workforce faces many challenges. Even though many of our workers are relatively young, we are operating in an environment of an overall ageing workforce. There is significant competition for talented people, especially in remote locations. Organisations worldwide are increasingly having trouble retaining staff, especially younger members of the workforce.

All of these challenges are present within an environment in which the Shire is under increasing pressure, through cost shifting and rising customer expectations to deliver more services without additional financial resources. This requires a workforce that is increasing skilled, and able to work flexibly and productively across the organisation in order to deliver the Shire's Strategic Community Plan objectives.

Our Workforce Plan strives to address these challenges and I look forward to your contribution in making it a success.

Chief Executive Officer

2. Integrated Planning Framework

2.1 What is Workforce Planning?

Workforce planning is the structured process the Shire uses to make sure it has the right people in the right place at the right time, to meet the objectives of the Strategic Community Plan.

Workforce planning helps managers to anticipate change (rather than being surprised by events), identify the important issues driving workforce change, and then do something about them.

It gives managers a strategic basis for making human resource decisions and provides a methodical plan to address current and future workforce issues, within and across Divisions.

2.2 Key Principles of Workforce Planning

- Building workforce strategies that are aligned and add value to the Shire’s strategic direction and values.
- Ensuring the Workforce Planning Process is integrated into the Shire’s Integrated Planning Process.
- Actively involving executive, managers, supervisors, employees and other stakeholders in the developing, communicating and implementing the Strategic Workforce Plan.
- Utilise a risk management approach to workforce planning, identifying areas that are “Mission Critical”.
- Establishing effective implementation processes to ensure the successful execution of core strategies.
- Continually monitoring and evaluating the progress towards implementing the workforce strategies and measuring their contribution towards meeting the Shire’s strategic goals.

2.3 Integration with the Integrated Planning and Reporting Framework

Workforce Planning supports the requirements of the Integrated Planning and Reporting Framework required of all Councils in Western Australia.

The four elements of the framework are:

- Strategic Community Planning
- Corporate Business Planning
- Budgeting
- Reporting

The Shire has a Strategic Community Plan and a Corporate Business Plan in place.

These plans are informed and supported by a Financial Plan, an Asset Management Plan and a 4 year Workforce Plan.

2.4 Workforce Planning Model

There are four key steps in the Workforce Planning model that forms part of the Integrated Planning Framework:



Each step asks the following questions:

STEP 1	“Where are we now as an organisation regarding our workforce?”
STEP 2	“What are the workforce implications of our Strategic Community Plan, our key business drivers and our operating environment?”
STEP 3	“What Strategies can we put in place to meet our future requirements?”
STEP 4	“How will we know we have achieved the objectives of our Workforce Plan?”

3. Step 1 Analysis of the Internal and External Environment

3.1 Overview

This first step of the Workforce Planning process focuses upon the identification of the major internal and external changes in the environment that are likely to influence or inform the strategic requirements of the workforce plan.

Some of the key external factors to be considered include:

Analysing and Understanding the External Environment

- Identifying the key social, competitive, economic, political, technological, industry and customer trends and influences and their associated workforce implications.
- Identifying any key external workforce benchmarking data.

Understanding the Business Direction

- Understanding the key business direction of the Shire (planned growth, contraction etc.) and the workforce implications.
- Understanding the organisational values and culture, and the workforce implications.
- Understanding the Shire's areas of distinctive competence and the workforce implications.

Understanding the External Labour Market

- Identifying the external labour market demand for key occupational groups.
- Assessing current competition for labour for key occupational groups.
- Identifying external supply for labour for key occupational jobs.

Understanding the Workforce Profile

- Organisational structure
- Number of employees
- Job descriptions
- Awards and agreements
- Total Council payroll
- Overtime usage
- Absenteeism
- Employment types
- Training budget
- Total vacant positions

Workforce Demographics

- Workforce by age and gender
- Age distribution
- Turnover rates by age and gender

3.2 Environmental Analysis –The Future

There are a range of external trends and challenges that may influence and determine the key strategies developed in the Strategic Workforce Plan. These key trends include:

Socio Demographic Trends

- An ageing Public Sector and Local Government Workforce along with a population decline in younger workers.
- A multi-generational workforce, each with their own needs, aspirations and expectations.
- A significant growth in the indigenous population.
- Continued Western Australian Population Growth.
- Increased overseas migration.
- Greater work/life balance expectations.

Competition

- Continuing competition from the resources sector for employees.
- Projected talent and skill shortages.
- An increasingly globalised workforce competing for talent.

Economic

- Projected business and employment growth.
- Major structural changes around productivity and amalgamations.
- Cost of living and inflationary pressures within WA may provide opportunities to recruit close to home.
- Volatility in the mining sector and broader industry which may bring some short term recruitment challenges and opportunities.

Corporate Social Responsibility and Sustainability

- Greater acceptance and assimilation of corporate social responsibility (CSR) in business, communities and homes, making it a potential recruitment and workforce issue.
- Greater recruitment and utilisation of local and indigenous population
- Environmental or greening issues becoming critical for many organisations when considering employment.
- Environmental “green tape” becoming a compliance issue requiring specific capabilities within an organisation.

Political

- WA Local Government Reforms, if enacted, will bring with them a range of merger and related workforce issues and potential recruitment opportunities.
- The Integrated and Reporting Frameworks and Guidelines initiatives being implemented may require additional local resources as well as new capabilities.
- Limited resources, coupled with a reduced supply of workers, are forcing Governments to redefine the way in which they deliver resources. This may require the cessation of some services, restructuring, reengineering of current work processes, all of which have workforce implications.

- The soundness and transparency of Australian Corporate Governance is becoming an increasing issue, bringing with it a range of workforce considerations.

Technology

- Emerging trends and technologies present local governments with both challenges and opportunities in managing information, delivering services, improving processes and decision making.
- Technology provides a range of tools to assist workforce management including communicating with employees, e learning, employee monitoring and connecting between individual employees.
- Technologies such as social media, cloud based computing, GIS etc. will be of particular importance and application.

Industry

- There is an increasing lack of sustainability in financing assets, with ageing community infrastructure playing a major role. There is a heavy reliance on State or Federal Funding.
- Significant cost shifting from State and Federal government to the Local level without the necessary resources.
- Population increases and growing economies are demanding greater scope of services, placing additional pressure on already existing limited resources.

Customers

- Many customers are becoming better informed and assertive about their rights.
- Baby Boomers in particular are emerging as a group who will actively advocate for their own and/or community issues.
- Many customers are seeking customised services, including a variety of technology delivery channels.

3.3 The External Labour Market

The following analysis of external labour market demand indicates that the Shire can expect increasing difficulties in attracting and retaining staff in key occupations. This is due mainly to continuing labour demand in the Mining; Construction and Professional Services, Scientific and Technical Service, Public Service, Community and Health Sectors. This is based upon the **Occupations in High and Medium Demand** research, based on industry critical occupations, and areas of high growth forecasts in the WA State Priorities Occupation List 2012 and Department of Training & Workforce Development Sept 2012 “Where The Jobs Are”. This information is also supported by discussions with a Local Government recruitment consultant who recruits for Country Shires and observations from national recruitment agencies.

Some of the specific positions that are regarded as being in high demand include:

- Environmental Health Officers
- Health and Safety Officers
- Building Supervisors
- Building and Engineering technicians
- Works Managers
- Civil and Electrical Engineers
- Works Crews
- Planners
- Finance /Accountants
- Truck Drivers
- Waste Management
- General Clerks
- Receptionists
- Electricians
- Carpenters and Joiners
- Corporate Development
- Community Services and Child Care

It is noted that the external market is somewhat volatile due to changing economic conditions in the mining, manufacturing and construction industries. Given the current levelling off in demand in the mining sector and possible local government amalgamations, there may be some short-term recruitment opportunities for the Shire. For example, there is some anecdotal information that some metropolitan CEOs and professional staff are seeking regional local government employment in the likelihood that there will be some forced amalgamations.

The Diagram on the following page outlines a summary of the key external labour market demand and current competition for labour for key jobs within the Shire.

External Labour Market Demand and Current Competition for Labour

Census Group	External labour market demand	Current competition for labour	Executive	Finance & Admin	Tourism, Community, Economic	Infrastructure
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Corporate Services/Governance	Chief Executive Officer	High	Private/ Public Sector				
	Executive Manager Finance & Administration	High	Private/ Public Sector				
	Finance Officer (creditors)	Medium	Public /Private Sector				
	Finance Officer (debtors)	Medium	Public /Private Sector				
	Administration Officer	Medium	Public Sector				
	Senior Finance Officer (Payroll)	High	Private/Public Sector				
	Customer Service Officers	Low	Private/Public Sector				
	Executive Officer	Medium	Public Sector				

Engineering/Infrastructure	Manager Infrastructure	High	Mining/Cons				
	Town Crew Supervisor	High	Mining/Cons				
	Country Crew Supervisor	High	Mining/Cons				
	Town Services Officers	High	Mining/Cons				
	Tip Attendant	Medium	Mining				
	Plant Operator/ General Hand	High	Mining/Cons				

External Labour Market Demand and Current Competition for Labour (cont.)

Census Group	External labour market demand	Current competition for labour	Executive	Finance & Admin	Tourism, Community, Economic	Infrastructure
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Human /Community Services	Executive Manager Tourism, Community & Economic	High				
	SBWH Centre Co-Coordinator	High				
	Community Development Officer	High				

Planning & Environ	Ranger	Medium				
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3.4 Workforce Profile – An Overview

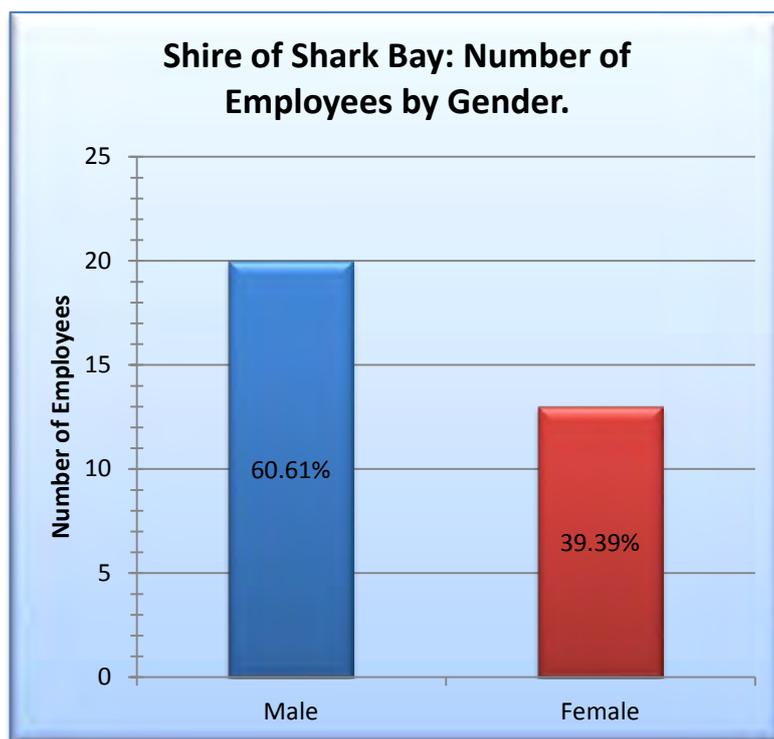
Information	Overview of the Operations Division (as at 30 th June 2012)
Number of Employees	There are 27 employees in the Shire as at 30 June 2012. This definition includes full time, part time and casual staff as well as those staff on long service leave and maternity leave, and staff on contracts.
Full Time Employees	23.92 Full Time Employees.
Gender	39% of the workforce is female; 61% are male.
Diversity	A recent Staff Diversity Questionnaire indicates all staff (with the exception of one 457 visa holder) are of an English speaking background. The Shire has no indigenous employees.
Education and Qualifications	Approximately 11% of employees hold a University Degree or Diploma. Approximately 6% of employees hold a VET Diploma or Advanced VET Diploma. Approximately 6% of employees hold a Certificate 3 or 4.
Total Wages	\$1,672,331
Employment Type	The majority of staff is permanent and full time. There are 20 full time workers; 6 part time workers; 5 casual and 2 contracts.
Contract Labour	Regulatory Services (Plumbing, building) are currently contracted out to Gray and Lewis. Building and Health Services are provided by the Shire of Northampton.
Overtime	There is minimal overtime usage, limited to mainly to outdoor staff working in more remote areas, away from home.
Vacant Positions	There were no vacant positions at the 30 June 2012
Annual/Long Service Leave Liability	\$187,703
Awards and Agreements	Local Government Award for all staff except the Chief Executive Officer who is on an individual contract.
Training Budget	\$59,000 (plus training travel budget \$15,600)

3.5 Workforce Demographics

This section contains an analysis of some key workforce metrics such as age, gender and terminations. It includes full time, part time and casual staff as well as those on leave including long service and maternity leave. All staff on the payroll are included, including seasonal workers and staff on contracts. It does not include contractors, agency staff or group apprentices.

This data provides a valuable source of data in the development of strategies to retain and engage our workforce as well as informing us of our recruitment needs.

Gender of Total Organisation

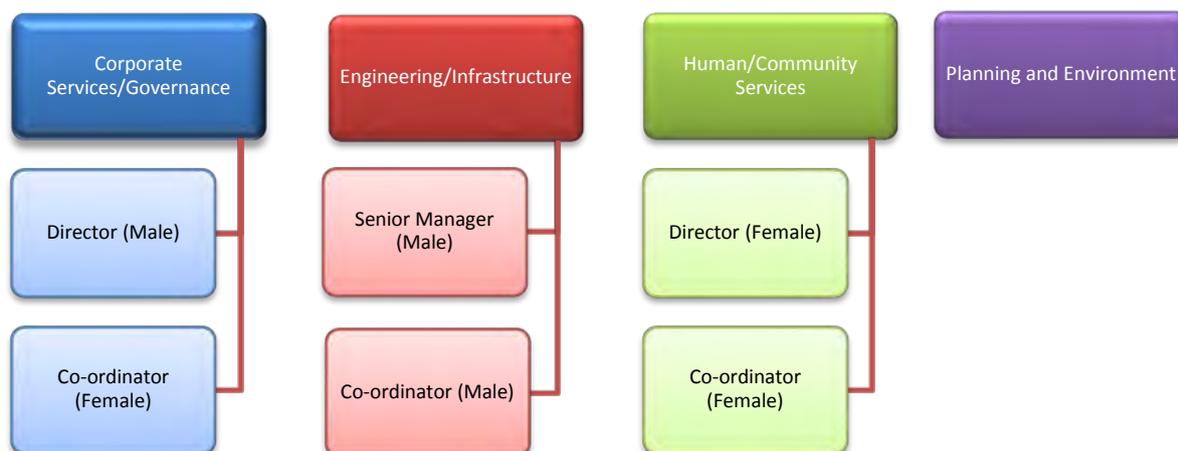


The overall gender composition of the Shire workforce is approximately 61% male and 39% female. The under representation of females especially in a time of talent shortage provides an opportunity to actively tap this under represented group as a targeted source of future recruitment.

Management Structure by Gender (and Business Streams)

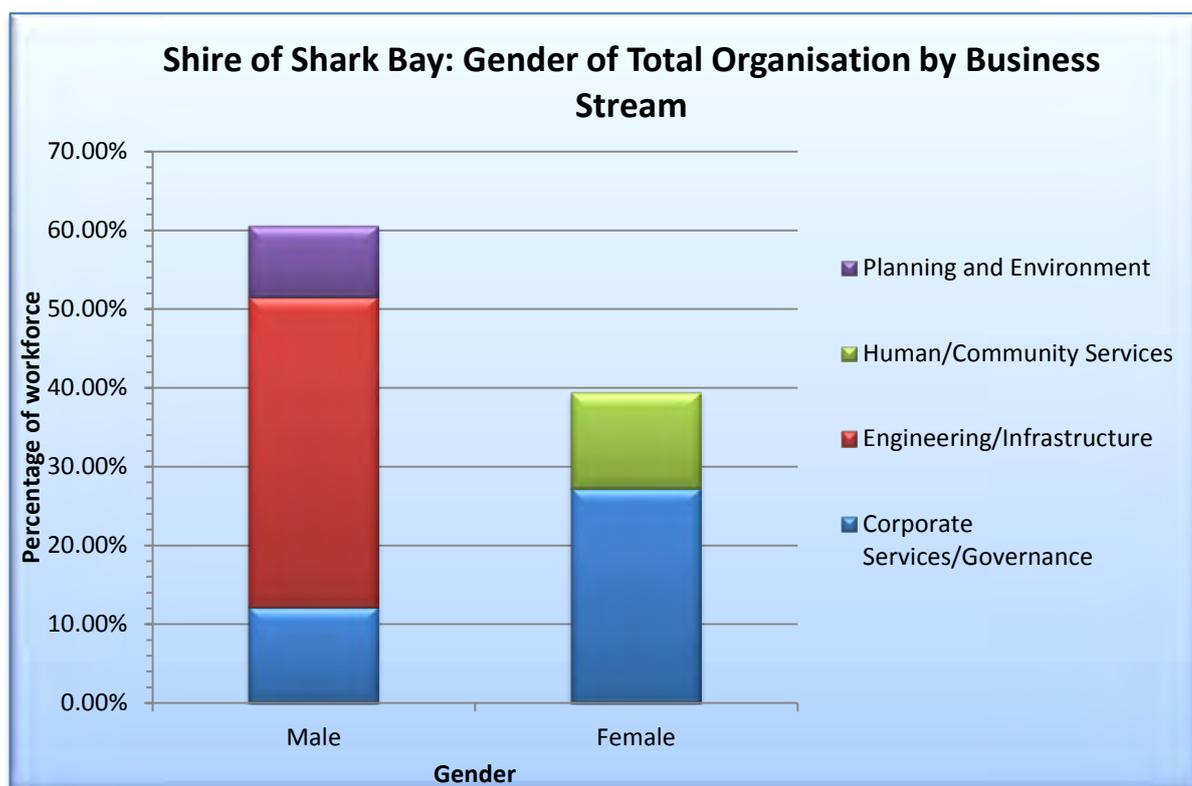
Shire of Shark Bay: Management Structure													
Level	Business Stream												
	Corporate Services/ Governance		Engineering/ Infrastructure		Human/ Community Services		Planning and Environment		Total Workforce				
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Total		
Level 2 - Director	1					1					1	1	2
Level 3 - Senior Manager			1								1	0	1
Level 4 - Co-ordinator		1	1			1					1	2	3

Management Structure



Gender of Total Organisation by Business Stream

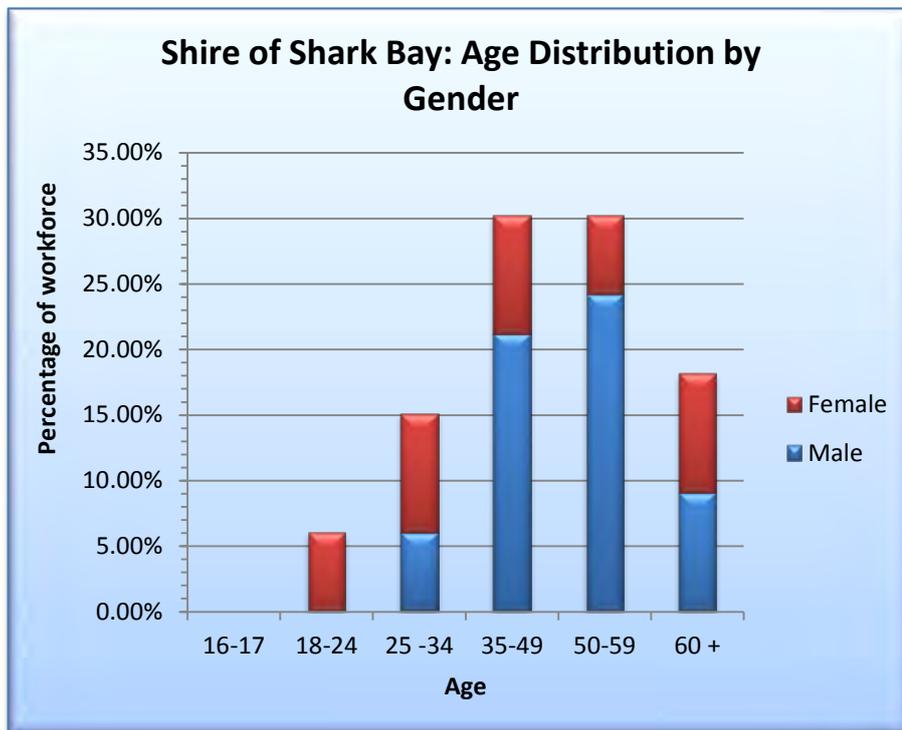
The following graph describes the workforce gender composition by age and the four business streams as outlined in the Australian Local Government Workforce and Employment Census.



A predominance of male staff is employed in the Engineering and Infrastructure areas and a majority of female staff in the Corporate Services and Community Services Sector. In a period of competition for talent there may be opportunities to actively recruit from under-represented areas. That is, there

could be greater active recruitment of males in to the Human and Community Service streams and more active recruitment of females into the Engineering and Infrastructure areas. There is also the overall opportunity to more actively recruit females into the organisation. Not only does this potentially expand the recruitment pool, it also brings more diversity to underrepresented gender areas with the Shire.

Age Distribution (by Gender)



Approximately 33% of male employees and 15 % of female employees are over the age of 50 years. We are also aware that 35 percent are over the age of 55. This figure is important as it represents entry into the retirement eligibility age.

There is a need to develop a range of strategies to continue to attract and retain mature workers within the Shire (e.g. flexible work arrangements, transition to retirement etc).

The relatively small pool of younger employees is of concern as younger people are often a source of innovation as well as representing the talent pool for the future.

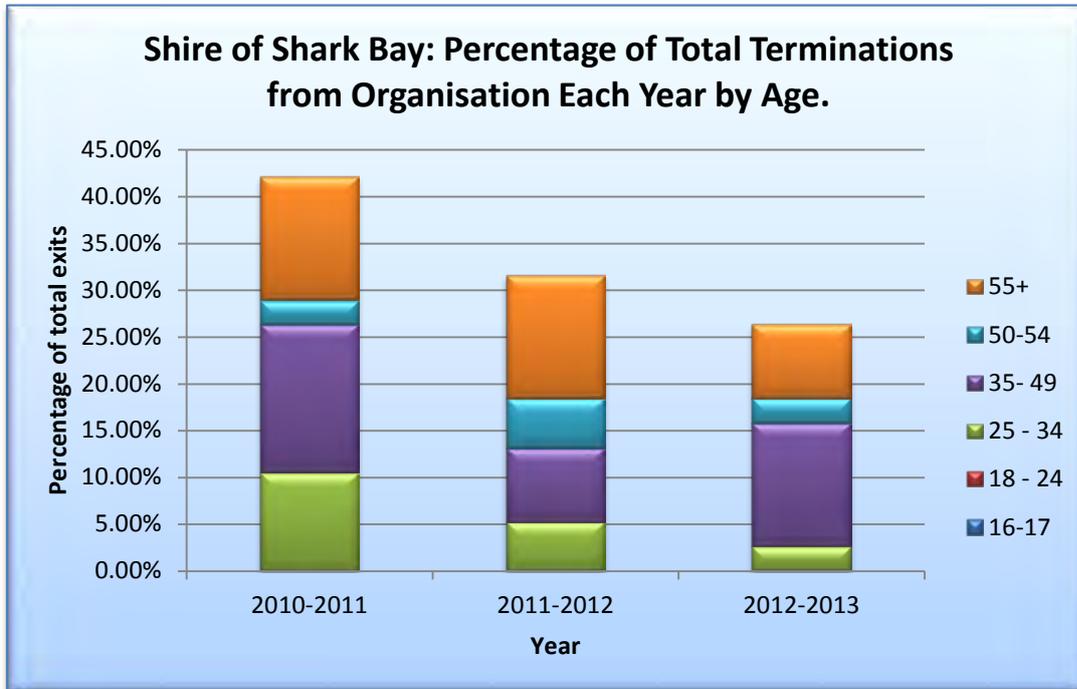
Customised and innovative ways to attract and retain younger workers will need to be considered.

Termination Rates

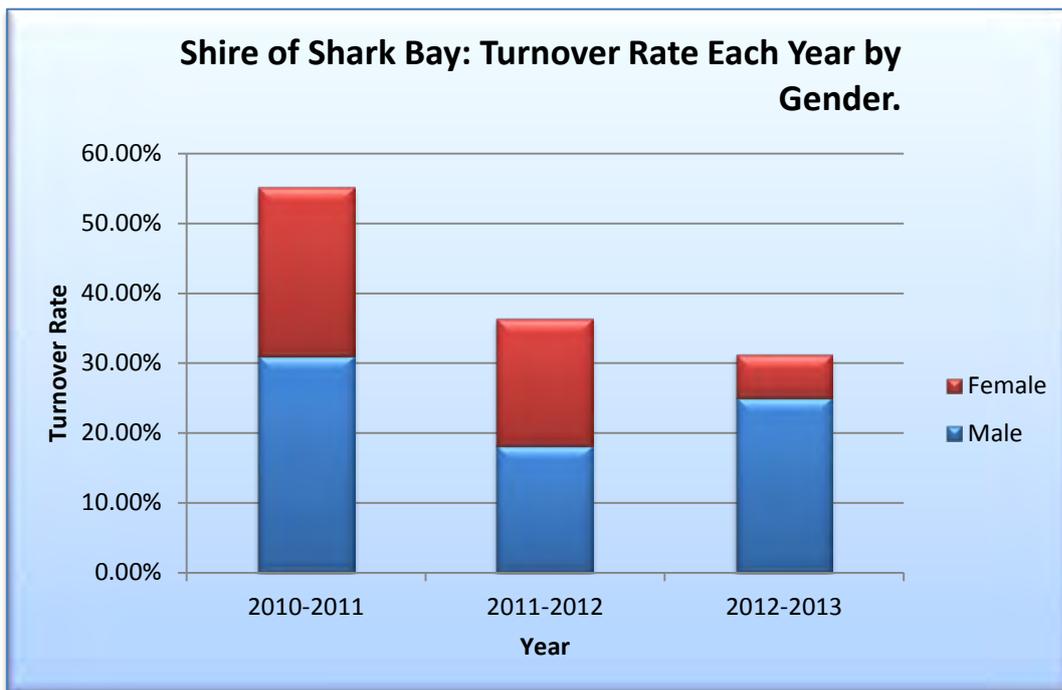
Below are the graphs showing the exit rates for the Shire of Shark Bay by age, gender and after varying lengths of employment. The approximate turnover rates for the last three years are:

- 2010/11: Fifty Five percent
- 2011/12: Thirty Six percent
- 2012/13: Thirty One percent (Year to Date)

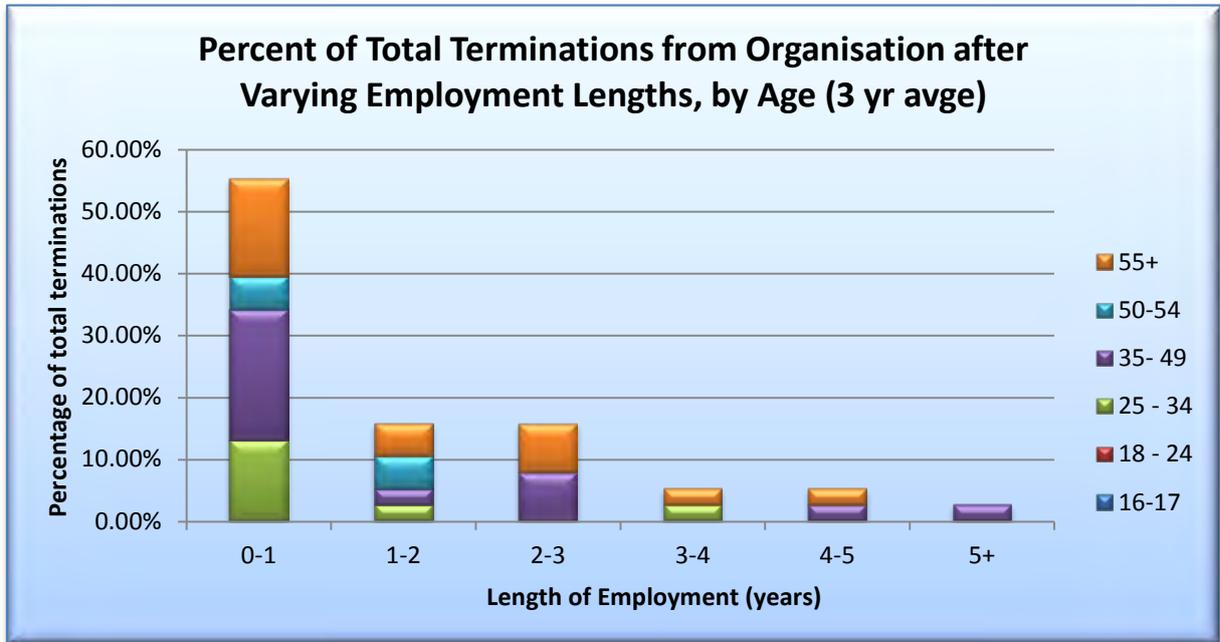
Whilst these figures include casual and contract staff, they none the less represent a high level of turnover, bringing with them a high level of associated costs. It is noted that these turnover rates are positively trending downwards. There is potentially a range of recruitment, on boarding and engagement strategies to be considered here.



During the 2010/2011 and 2012/2013 years the 35-49 year old age group is significantly higher in its terminations, which need to be investigated. Potential strategies include building career structures and rewarding work in order to retain mid-career employees.



A larger percentage of male exits for each of the years is an issue of concern. The causes of this will need to be investigated.



There are a significant number of terminations in the 0-1 year group which needs to be further investigated as to the possible reasons. Strategies that need to be considered include more rigorous selection techniques, better supervision and on boarding.

4. Step 2 Strategic Community Plan Workforce Implications

4.1 Overview

This section addresses:

- The Strategic Community Plan and Corporate Business Plan
- Key risk areas
- Future workforce demand and requirements
- Workforce Supply Demand Analysis
- Analysis of Gaps, Risks and Issues

4.2 Strategic Community Plan Analysis

The Shire of Shark Bay in 2011 completed the development of its ten-year Strategic Community Plan, along with a review in 2012 and more recently in May 2013. A four year summary of the next four years' priorities in this plan have recently been established and incorporated into the development of the four year Corporate Business Plan. This plan is being driven by four key objectives:

Economic:	Sustainable growth and progress.
Environment:	Protecting our precious natural environment and retaining our lifestyle values and community spirit.
Social:	A safe and welcoming community where everyone is valued and has the opportunity to contribute and belong.
Civic leadership:	Respect for the rights of citizens, appropriate service delivery and a commitment to openness, transparency, honesty and fairness.

The Shire has commitments to a large number of grant funded projects which are urgently requiring attention to meet funding acquittal requirements. Some of these projects are of a large size and will require some short term additional resources and dedicated project management.

4.3 Key Risk Areas

A position may be deemed business critical if it:

1. *drives the delivery of core business, the Community Strategic Plan and future vision*
2. *requires skills that are extremely difficult to source or replace*
3. *is where central knowledge is held by an individual or core position*

Positions have been assessed in terms of current risk against the above criteria.

The following table identifies actions for ensuring sustained business continuity for critical positions with a current high risk value.

Position	Current Risk	Reason	Specialist Skills	Action Plan
Chief Executive Officer	High	1,2,3	Leadership and comprehensive experience in local government and working with an elected body. Strategic, project management and analytical skills.	Provide structured acting placements for members of the Executive team to build executive bench strength.
Executive Officer	High	1,3	Able to provide project and planning support to the Executive level. High level computing skills. Sound knowledge of Shire Policies and procedures.	Internal coaching of others to take on parts of the role (e.g.) Finance Officers. Ensure all key processes and procedures are documented and understood by all. Try and have internal capacity in place before occupant leaves.
Executive Manager Finance and Administration	High	1,2,3	Strong business acumen, understanding of financial, human resources information systems, Local Government management knowledge. Accounting experience, knowledge of accounting practices and principles. Accounting qualification preferred.	Internal coaching of others to take on parts of the role. Ensure all key processes and procedures are documented and understood by all. Consider external recruitment if position becomes vacant to reflect higher level competency requirements
Senior Financial Officer(Payroll)	High	1,2	Knowledge of financial and payroll systems. Knowledge and experience of accounting and HR computer applications	Significantly restructure role and function to provide greater Human Resource focus. Recruit externally. Coach Finance Officer to take on the role.
Executive Manager Tourism Community and Economic Development	High	1,2,3	Conceptual, analytical skills Leadership, strategic thinking Commercial and financial acumen Facilities and events management Economic Management	Coach, train and develop Community Development Officer Activities officer as possible replacements. Support any educational training undertaken required Provide leadership training to existing Executive Manager
Manager Infrastructure – Works Manager	High	1,3	Broad knowledge of local government infrastructure requirements. Strong leadership and operational skills. Financial, Human Resource Skills.	Coaching, Training of Country Crew Supervisor and Town Crew Supervisor. Ensure all key processes and procedures are documented and understood by all.

4.4 Future Workforce Demands and Requirements

Following discussions with individual Executive members the following additional resources will or may be required. Obviously these requests will need to be subject to the normal budgetary process. Some listed below have already been budgeted for.

Division	Resource Requirements	Comments
Financial Services and Administration	Additional Human Resource Capacity.	Need to utilise services of Finance Officer(Creditors)
Tourism ,Community and Economic Development	Additional Grants Officer/ Community Development Officer Assistant.	Potential for growth as community expectations increases. More resources will allow for more grants to be attracted.
Infrastructure	Plant Officers/General Hand or Town Services Officer (up to 4).	Grant funded. Opportunity to over recruit permanent staff for replacement purposes

4.5 Workforce Supply Demand Analysis

Resourcing

The Shire is confident that its current level of workforce resourcing is adequate to meet current needs. Overall, there is minimal increase in the request for additional resources in the next 5 years. Most of the increases are around natural growth and requirements to maintain additional infrastructure, or slowly grow Community Development Services.

Finance and Administration

The Shire is actively considering the way in which it can deliver its future services more efficiently and effectively. This is within an operating environment of continual demands based upon external cost shifting of service provision to the local level, increasing community expectations and the opportunities and threats arising with potential amalgamations.

In meeting these challenges, the Shire will increasingly be reviewing its core functions in terms of potential outsourcing, in sourcing and collaborations.

The Community Services, Economic Development, Tourism and Infrastructure Departments are under considerable pressure from the elected members, as part of the Corporate Business Planning initiatives to acquit all existing large projects as well as seeking funds for new ones. This will place considerable pressure on Finance and Administration staff to support project management, business modelling and financial analysis. New skills may well be required to ensure this occurs.

The above initiatives will have a significant impact upon Financial Services and Administration in reviewing its own services in order to better utilise its own resources and gain greater efficiencies.

Tourism, Community and Economic Development

There is the potential for rapid growth in this area as community expectations rise and State and Federal Governments shift costs and services to Local Government.

With more resources the Branch is of the view that it can attract more grants funding which is a strategic priority of the Shire.

The Shire has a strong commitment to improving infrastructure and promoting area tourism and life style, all of which will require additional resources.

Community services have a strong culture of being available to the community, responding to needs, active participation, and open communication and supporting volunteers, clubs, groups - all of which require specific skill sets. Community Services also wants to build a strong culture of customer service and innovation.

The branch is envisaging changes in the way in which services are being delivered. They will in some instances become facilitators of events rather than doers e.g. grant seeking, building the capacity of clubs and groups to reduce the reliance on the Shire.

The Branch has also identified the potential for rapid growth as community expectations increase and with more resources they can attract more grant funding.

There may be a requirement for an additional Grants Officer or Community Development Officer Assistant.

Infrastructure

Ensuring all services are maintained to a satisfactory and improved standard and ensuring that a suitable and capable workforce is available for future projects and developments, are the two major priorities for the Department. An increase in Town Services requirements and an increase in management responsibility and workload are envisaged.

There will be an increase in works operational staff requirements as a range of new works projects initiatives come to fruition e.g. Revitalising Town Centre, Marina ,new jetty and boat ramp.

It is envisaged that the Infrastructure Services will require the equivalent of an additional 4 Full Time Employees during the construction phase of about two years. Whilst these workers will be resourced from grant funds, the Shire may wish to over recruit some additional permanent employees to have a pool of workers for the future, taking into account the natural attrition that will occur. A business case will need to be established to support this idea.

5. Step 3 Strategies to Meet Future Workforce Needs

5.1 Identification of Key Themes and Issues

Diversity

There are significantly more males than females within the organization, and particularly in the infrastructure services areas. There is also an under representation of males in the community development and tourism areas.

This disproportionate gender mix within in some business streams and overall under representation of women in the organization has the potential to limit diversity of approach as well as not maximizing the opportunity to source talent from alternative or underrepresented areas.

Workforce profile

Approximately forty eight percent of the workforce is over 50 years of age. This represents a knowledge risk when mature workers retire and there can be productivity and safety issues associated with a mature workforce.

The relatively small percentage of young employees can limit innovation that comes from younger, different perspectives as well limiting the source of future talent .The 35-49 year old age group is thirty per cent of the workforce which provides a rich source of long term talent. However, there is a significantly high turnover of staff in this age group, which needs to be addressed.

Turnover-year 1

There is a significantly high level of turnover within the first year of employment, which is costly and unproductive. Issues to be considered include the selection process, orientation, induction and supervision during the first few months.

Business shifts

There has been a significant shift in the nature of Local Government business in recent years and this is being evidenced within the Shire. Whilst the core businesses of the Shire are still required, there has been growth in what have been traditionally the non-core services in the areas of community development, economic development and tourism.

Due to Federal and State Government cost shifting, there have also been a significant number of additional services that the Shire has to now undertake.

This has significant skill and resourcing implications.

Service delivery models

Along with the business shifts and growth identified above, there is a significant need for the Shire to determine how it delivers its services in the most efficient and effective manner. This includes reengineering processes for greater efficiency, considering alternative delivery models such as in sourcing, outsourcing and collaborative approaches. This will have significant implications for the finance and administrative areas as they will be required to be driving these processes. It will also impact upon infrastructure services that have a significant number of projects to deliver.

A culture of customer service and innovation

There is a need, particularly in the Tourism and Finance and Administration areas, to build a stronger customer service focus and to become more innovative in solving issues that are confronting the Shire. This may require a change strategy along with the necessary customer service, business-partnering skills.

Workforce capability

There are significant skill gaps within the existing workforce's ability to deliver the projects and changes that are required. There has been a recent training need analysis completed but a training program has not yet been developed. The training need analysis will also need to be updated to reflect the skill issues emerging from this review.

Succession management

There is a range of initiatives being undertaken by individual areas to identify potential replacements in managerial and other business critical positions. There are however some critical gaps and a systematic succession management process is required to address this.

A different approach to recruitment

Given the major difficulties associated with attracting and retaining employees in the remote location of Shark Bay, a range of alternative and innovation solutions needs to be considered. These could include over recruiting in some areas in anticipation of turnover, identifying spouses of incoming government workers who are coming in to the regions, utilizing students and backpackers as casuals, targeting grey nomads etc.

Greater workforce flexibility

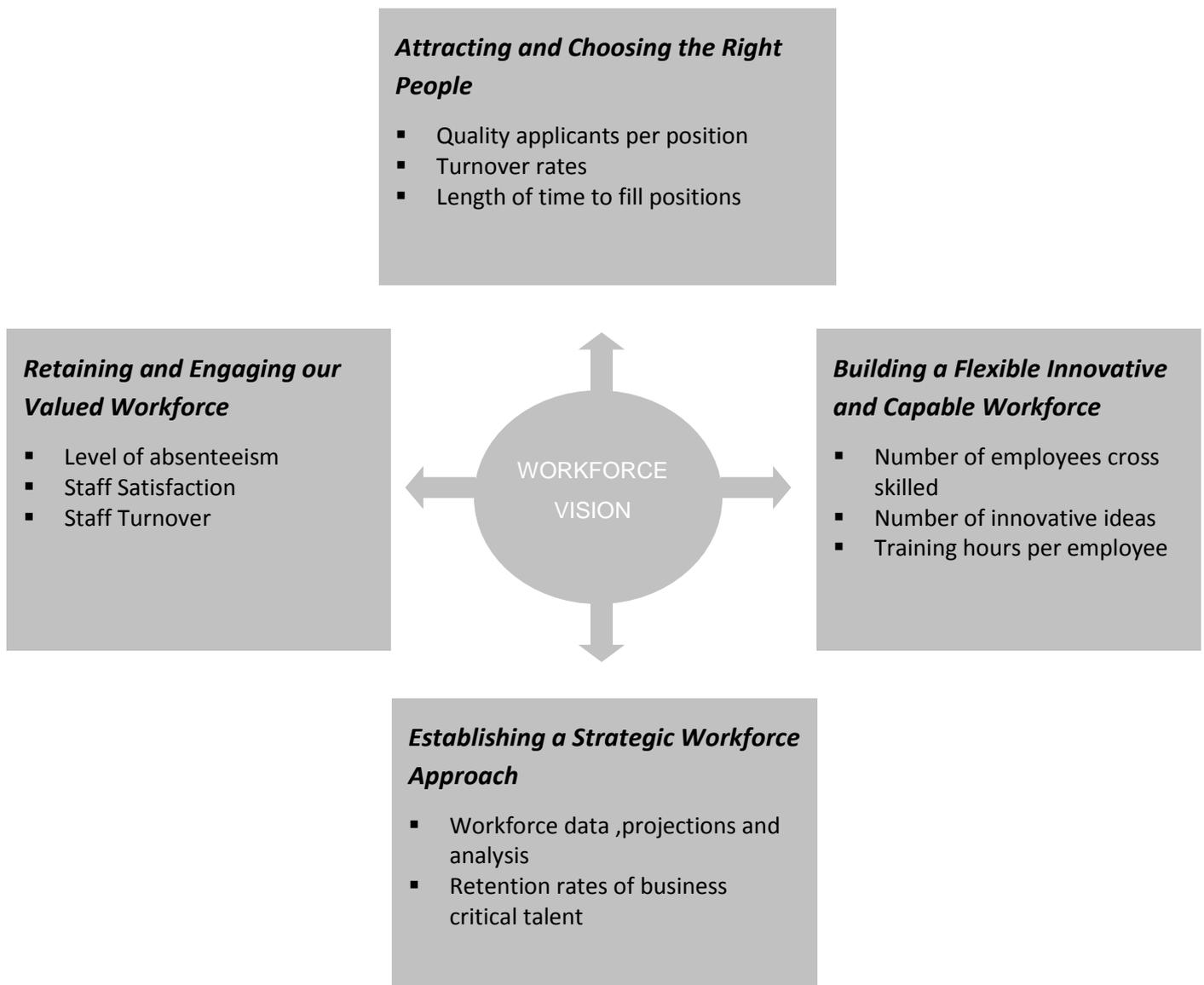
Seasonal work, fluctuations in project demands etc., require greater flexibility in how work is designed, multi skilling, and appointing staff with more generic skill sets.

There may also be a more significant use of casual staff.

Project management capability

Many of the priorities in the Community Strategic Plan will require a significant increase in the number of large projects to be managed. This will require some significant project management up skilling, dedicated project management resources and ensuring the inclusion of project management funds in any project grants being sought.

WORKFORCE PLAN PERFORMANCE SCORECARD



5.3 Workforce Strategies

Four key outcome areas have been identified to drive the core strategies of the workforce plan.

These are:

Attracting and Choosing the Right People

Attracting and retaining people with the capability and commitment to contribute to Local Government in a remote setting.

Retaining and Engaging our Valued Workforce

Building and retaining a highly engaged workforce, committed and connected to the Shire and its Community.

Building a Flexible, Innovative and Capable Workforce

A flexible, innovative and skilled workforce, able to respond to the changing needs and growth of the Community.

A Strategic Workforce Approach

Ensuring the strategic capability and capacity to position the Shire to meet its strategic objectives through sound workforce analysis, planning and leadership.

A one-page summary of the workforce vision, outcomes and performance measures has been prepared separately, which identifies the key strategies to be put in place.

6. Step 4

6.1 Evaluation

The ongoing evaluation of the Workforce Plan needs to address the following:

- The progress towards meeting the performance indicator targets.
- The progress towards meeting strategic actions of the workforce plan.

Outlined below are some suggested approaches and checklists that will help assist in the ongoing implementation, monitoring and evaluation of the plan.

6.2 Implementation

Based upon the consultants and research and observations since 1990 we have found that the history of strategic workforce planning initiatives is strewn with good plans that have not been successfully implemented. We believe that the true value of the plan is lost if it is not implemented effectively.

Research and experience shows that strategy implementation fails for the reasons outlined in the following checklists.

Checklist 1 on the following page may assist in the identification of some of the specific implementation issues that need to be considered.

Checklist 2 identifies some of the steps that may be required to ensure the workforce plan is effectively implemented. Some of these steps are general in nature and will need to be adapted further to the Shire's own particular circumstances.

Checklist 1: Why Strategic Workforce Planning Fails

Research and experience shows that strategy implementation fails for the following reasons.

It may be useful for the Shire to assess the following potential problem areas and identify any potential areas of risk to the of the workforce plan.

MOST COMMON PROBLEMS ENCOUNTERED	ATTENTION REQUIRED? (✓ TICK)
1. Time required to implement changes was underestimated.	
2. Major problems surfaced during implementation that had not been identified beforehand.	
3. Uncontrollable factors in the external environment had an adverse impact on implementation.	
4. Competing activities and crises distracted management from implementing the decision.	
5. The plan was not communicated adequately throughout the Shire.	
6. Coordination of implementation activities was not effective enough.	
7. Key implementation tasks and activities were not defined in sufficient detail: <ul style="list-style-type: none">- the actual work required to implement strategies- who will be involved and accountable for each task- how long each task will take- what resources will be needed	
8. Processes for monitoring and reporting progress were not defined.	
9. Leadership and direction provided by department managers were not effective.	
10. Capabilities of employees involved were not sufficient.	
11. Business control systems such as performance measurement, budgets, human resource information were not realigned to support the new strategies.	
12. Information systems used to monitor implementation were inadequate.	

Checklist 2: Implementation Steps

ACTION	ATTENTION REQUIRED (✓ TICK)
1. Finalise Strategic Workforce Plan including one year priorities.	
2. Finalise one page summary version of plan.	
3. Establish a Workforce Planning Champion	
4. Establish Staff Friendly short version of the Plan	
5. Provide additional training and resource support for the Administration Manager.	
6. Assignment of responsibilities for key outcomes and strategy areas.	
7. Prepare performance targets and measures for the workforce scorecard	
8. Incorporate relevant workforce strategies into Executive Managers, Managers and Coordinators performance agreements.	
9. Incorporate Workforce Strategies into Corporate Business plan	
10. Incorporate Workforce Strategies into budgeting process.	
11. Prepare Communication Strategy for Workforce Plan	
12. Establish Quarterly Review Meetings to monitor achievement of performance measures and achievement of workforce strategies.	
13. Establish Workforce Planning Calendar.	
14. Six month mini 'strategic review'.	
15. Conduct annual review of plan.	

Communicating the Workforce Plan

Once the Workforce Plan is completed, it is helpful to continuously communicate its progress, and the desired changes that you are seeking in the Strategic Human Resource Plan.

Communicating the progress of the Workforce Plan is critical, especially if the plan has major workforce and cultural change as part of its strategy.

Some **possible** ideas for communicating the plan include:-

- Print the plan in a simple one-page “trifold” fashion and distribute it to all employees, along with a cover letter from the Chief Executive Officer
- Develop a set of handouts/overhead slides/slide presentation for "standard use" by all executives and managers.
- Hold meetings with managers as a group to hear from the Chief Executive Officer and the Executive Manager Finance and Administration about the strategic workforce plan strategic priorities.
- Hold work unit/work team meetings with managers to examine the impact on staff and allow staff to ask questions about the plan and pose their own concerns.
- Conduct meetings with key stakeholders to review results, thank them for their help and discuss potential impact on stakeholders.
- Develop posters that depict the "New Workplace Culture" that you are creating.
- Provide Workforce Planning progress reports on the web site.
- Publish internal Workforce Plan newsletters to keep people posted on the progress of the plan's implementation - the successes, breakdowns and modifications - over the first 12 - 18 months.
- Circulate the "report card results" of your “Key People Success Measures" each quarter or six months.

