



Workforce Management Plan 2015

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1 INTRODUCTION – WHY WORKFORCE MANAGEMENT PLANNING IS REQUIRED

In developing our Community Strategic Plan (CSP), Oberon Council undertook an analysis of our current workforce capacity and identified areas where we need to reshape and restructure the organisation to achieve the strategic outcomes detailed within the CSP.

- ✓ A Workforce Management Plan (WMP) aims to have the right people in the right places with the right skills doing the right jobs.
- ✓ Another definition is that WMP is about having a strategic focus to provide the right number of people with the right skills at anytime now and in the future to deliver the required services.
- ✓ Where there are gaps in skills the WMP aims to identify what Strategies and Actions are needed to fill these gaps. We have also taken account of projected requirements into the future as might be expected with an ageing workforce and with planned retirements.
- ✓ As an example an employee with 30 years of “grass roots” experience with Oberon Council would be expected to have a wide and comprehensive knowledge and set of skills which seem to make this staff member “irreplaceable”. The WMP aims to lessen the pain, when this long serving employee retires through implementing a “succession plan” and training a replacement.

BACKGROUND

The NSW Government, through the Office of Local Government requires all NSW Councils to prepare a Community Strategic Plan (CSP) and other documents in an “integrated” framework. These documents replace the former Management Plan / Budget and Social Plan.

The initial WMP for Oberon Council was prepared in May 2012, and was revised in 2013, 2014 and in 2015.

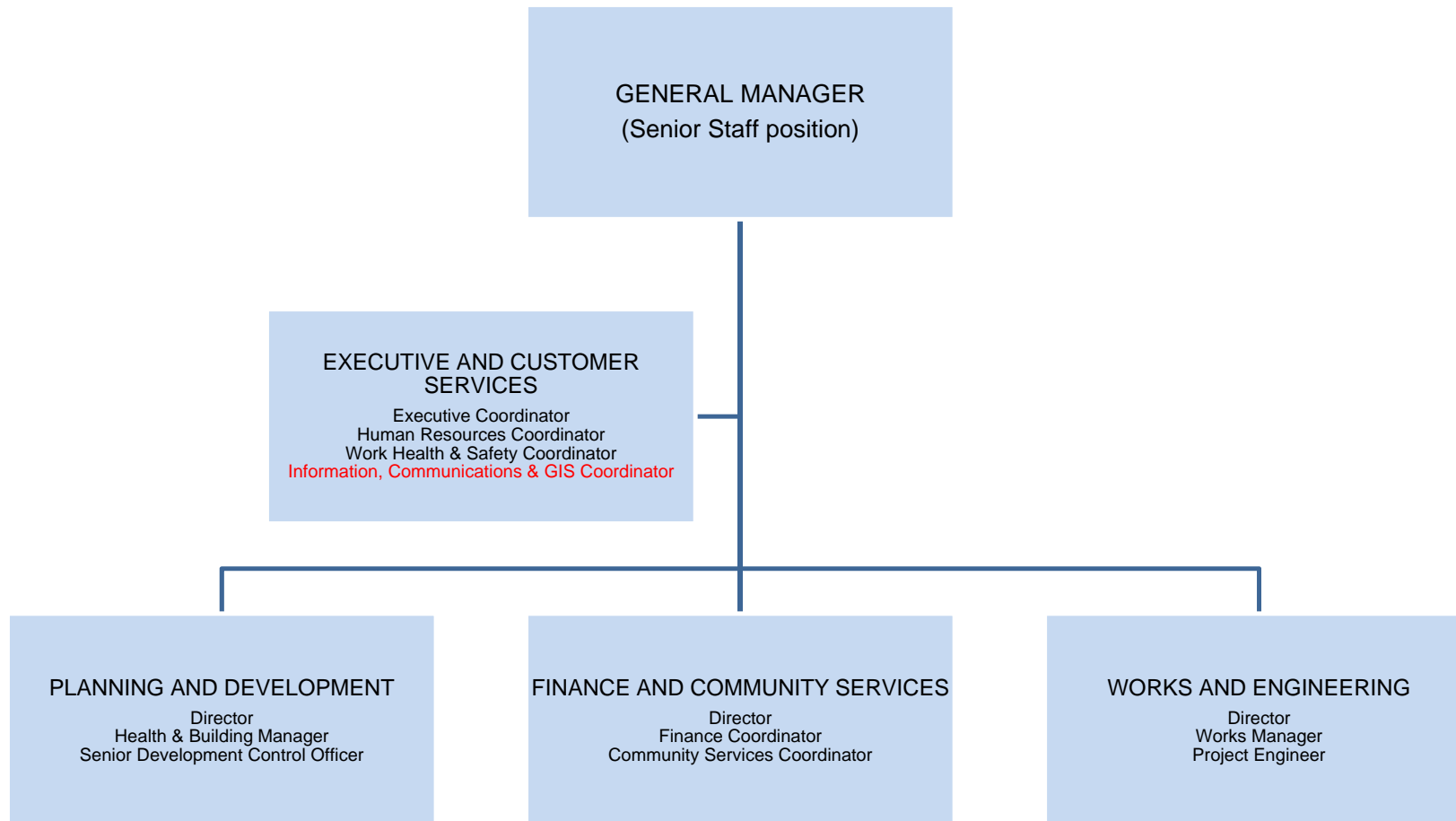
OUR WORKFORCE MANAGEMENT PLAN and ACTIONS

In preparing our Workforce Management Plan (WMP) we looked at a range of issues which were identified at workshops with Councillors and management. We looked at our current workforce structure and management and also specific employee data (workforce profile).

This work provided the background to the development of Objectives and Strategies targeted to achieve the Strategic Outcomes within the CSP. Specific Actions have been included in this WMP along with an implementation plan and timetable linked to the Delivery Program and Operational Plan.

2 CURRENT WORKFORCE – ORGANISATIONAL STRUCTURE

The Organisation Structure was reviewed by Council in March 2013. The following represents the current structure in operation.



3 ORGANISATIONAL STRUCTURE – MANAGEMENT DETAILS

OBERON COUNCIL

Council has 9 elected members representing the whole of the Oberon Local Government Area. Elections were held in September 2012. The Council area is approximately 3600km² serving a population of around 5500 people. More accurate details are shown in the CSP 2013 document.

COUNCIL COMMITTEES

There are presently two (2) Committees, comprising the whole of the elected members of Council. These are the Finance Committee and the Works Committee. These Committee Meetings follow the Council's adopted Code of Meeting Practice and are generally less formal than a Council Meeting. These two Committees make their own decisions as ALL Councillors are members.

COUNCIL COMMITTEES - SECTION 355 (Advisory Committees)

To assist Council in managing community activities a number of Advisory Committees have been formed. These Committees do not have decision making power or authority to commit expenditure. Membership on these Committees is either voluntary or by appointment from Council. All recommendations of these Committees are referred to Council for consideration.

GENERAL MANAGER (see also GENERAL MANAGER'S UNIT below)

The General Manager (GM) is appointed by Council, on a performance based contract, to oversee and manage the day to day operations. The GM is also assisted by three Directors. Council does not manage or direct staff, other than through the adopted CSP, Delivery Program and other Plans.

GENERAL MANAGER'S UNIT / EXECUTIVE and CUSTOMER SERVICES

These work units support the GM with work associated with Communication & Support Services to enable effective functioning of the Elected Council, Tourism and Human Resources. Main staff is the Executive Coordinator, Human Resources Coordinator, Work Health & Safety Coordinator and Information, Communications and GIS Coordinator (note from July 2015 the IC & GIS role will report to the Finance & Community Services Director)

FINANCE and COMMUNITY SERVICES DIRECTOR

The Director oversees Council's Finances, the preparation of Annual Financial Statements, Revenue and Cash Flow Management, Investments, Contract Management, Procurement, Asset Management, Accounting Systems and Leasing arrangements, and a range of Community Services. The main support staff for the Director is the Finance Coordinator and Community Services Coordinator.

PLANNING and DEVELOPMENT DIRECTOR

The Director manages the Development Control, Health and Building approval processes, along with Environment and Heritage, Animal and Stock Control, Waste Management and the Oberon Swimming Pool. An important function of this position is managing the Local Environmental Plan and Development Control Plans for the whole of the Oberon Local Government Area. The main support for the Director is the Health & Building Manager.

WORKS and ENGINEERING DIRECTOR

The Director is supported by professional and technical specialists to manage major infrastructure. This includes the road network (Local, Regional and State Roads), Water and Wastewater (sewerage scheme), Public Amenities, Parks and Gardens, Sporting Ovals and Plant and Fleet Management. The majority of the workforce is employed in this area.

4 EMPLOYMENT STATUS, GENDER PROFILE and AGE DATA (Survey carried out in May 2012 and May 2014)

Current staffing levels are examined by Number of Employees and Gender, Type of Employment, Employment Type by Work Area and by Age of Employees. This will help to identify potential skills required into the future and any gaps in those skills in our current workforce.

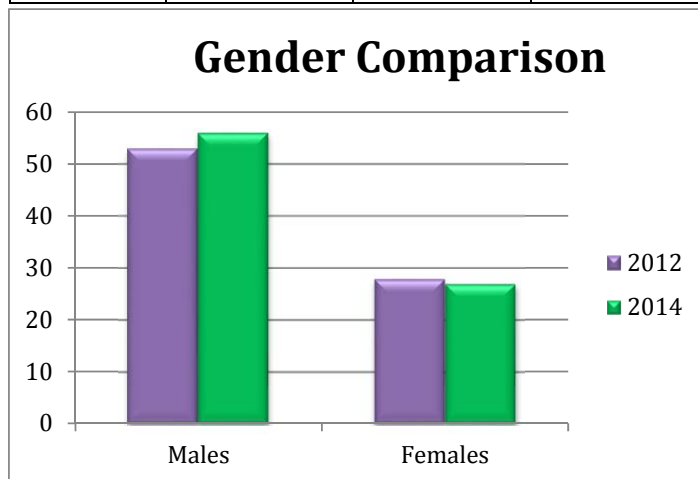
Council has a relatively stable workforce with low levels of staff turnover. We generally receive excellent response to any advertised vacancies by suitably qualified and skilled applicants. Local Government is experiencing difficulties in recruiting skilled and qualified staff in the areas of Technical Works & Engineering and Planning & Development, in recent years we have been successful in recruiting in these areas.

OUR WORKFORCE PROFILE - We have **83 permanent employees** (up from 81 in 2012); however we also have casual and seasonal employees (mainly for the Swimming Pool) which bring this number to **102** (down from 104). The majority of our employees are males, employed in the Outdoor/Works and Depot area. For our **83 permanent employees 67.47% are male**, and **32.53% female**.

Since 2012 there has been a **decrease in part-time staff** numbers. This was mainly achieved through the restructure in the Finance and Community Services area. There has been a further **decrease in casuals** and this is expected to be further reduced with work practices at the swimming pool currently under review.

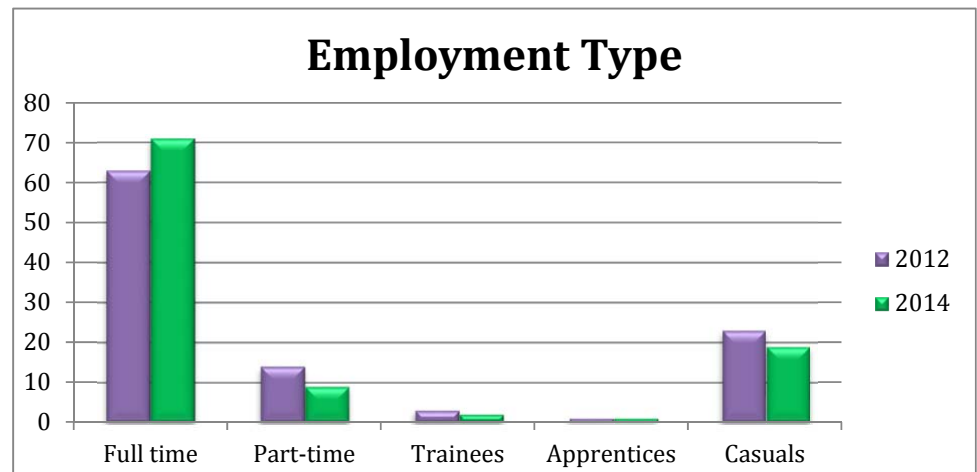
GENDER COMPARISON (excluding Casuals)

	MALE	FEMALE	TOTAL
2012	53 (65.44%)	28 (34.56%)	81 (100%)
2014	56 (67.47%)	27 (32.53%)	83 (100%)



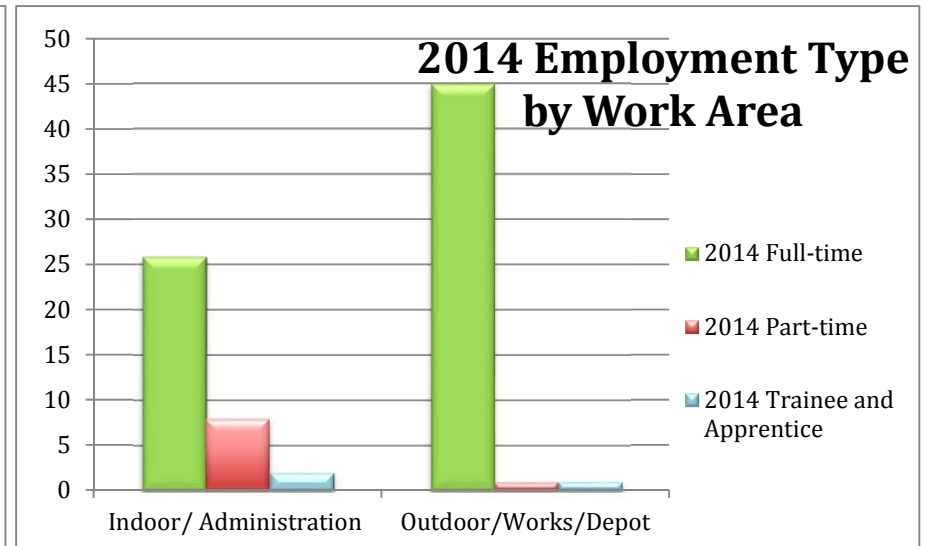
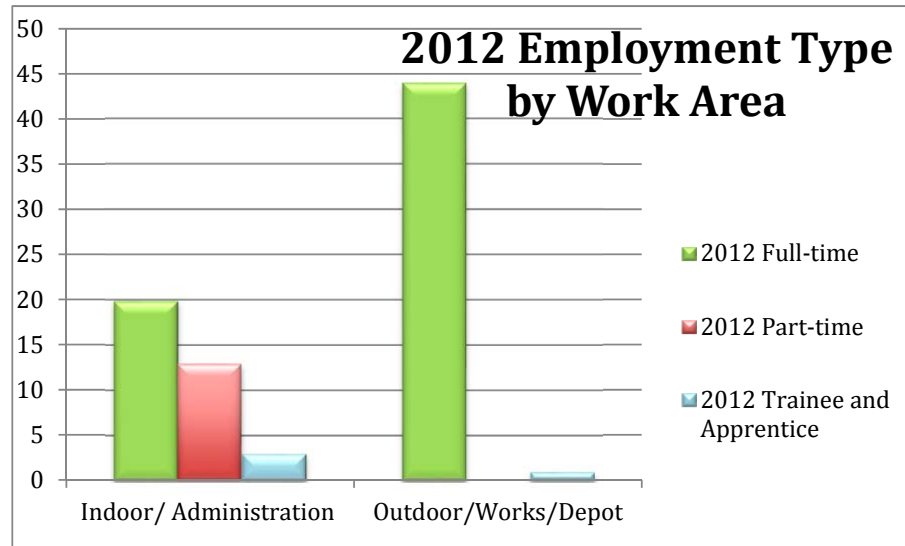
EMPLOYMENT TYPE (all employees)

	Full-Time	Part-Time	Trainee	Apprentice	Casuals
2012	63 (60.58%)	14 (13.47%)	3 (2.88%)	1 (0.96%)	23 (22.11%)
2014	71 (69.61%)	9 (8.83%)	2 (1.96%)	1 (0.98%)	19 (18.62%)



EMPLOYMENT TYPE BY WORK AREA (excluding Casual employees)

Casual staffing is excluded as these positions generally replace existing positions or are short term placements only.



	2012				2015			
	Total	Full-time	Part-time	Trainee and Apprentice	Total	Full-time	Part-time	Trainee and Apprentice
Total Employees	81 (100%)	64 (79.01%)	13 (16.05%)	4 (4.94%)	83 (100%)	71 (85.541%)	9 (10.85%)	3 (3.61%)
Indoor/Administration	36 (44.45%)	20 (55.55%)	13 (36.11%)	3 (8.33%)	36 (43.37%)	23 (72.22%)	8 (22.22%)	2 (5.56%)
Outdoor/Works & Depot	45 (55.55%)	44 (97.78%)	NIL (0%)	1 (2.22%)	47 (56.63%)	45 (95.76%)	1 (2.12%)	1 (2.12%)

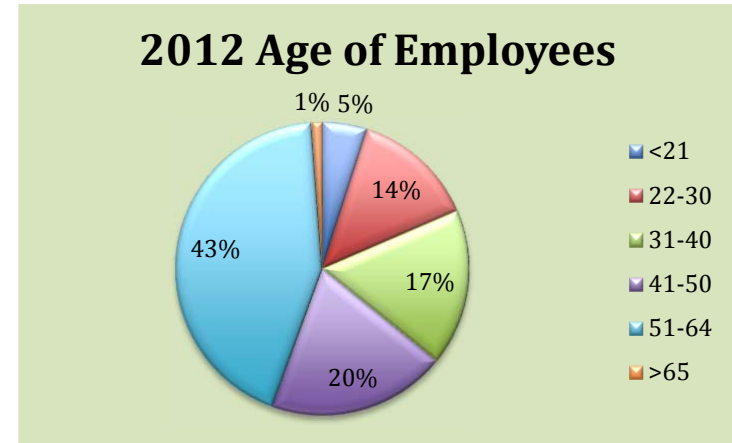
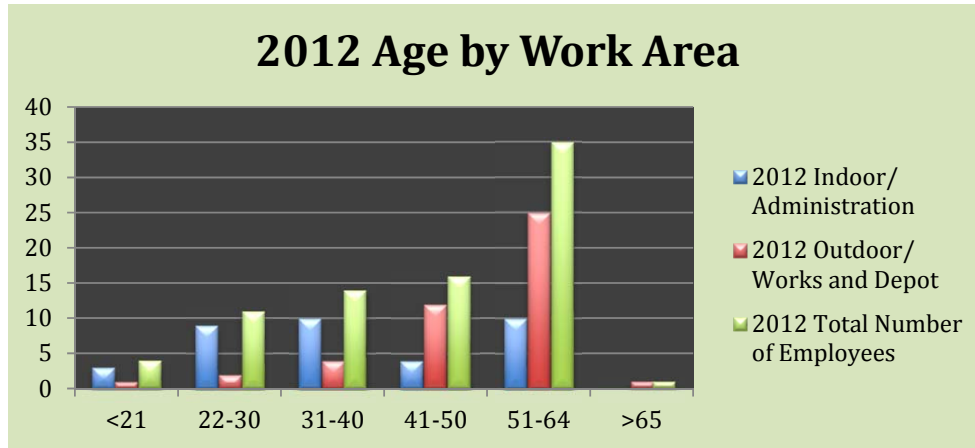
There has been a slight increase in the number of employees in the Outdoor/Works and Depot from 55.55% to 56.63%

2012			
Age	Indoor/ Administration	Outdoor/Works and Depot	Total Number of Employees
<21	3 (8.33%)	1 (2.22%)	4 (4.94%)
22-30	9 (25.00%)	2 (4.44%)	11 (13.58%)
31-40	10 (27.78%)	4 (8.89%)	14 (17.28%)
41-50	4 (11.11%)	12 (26.67%)	16 (19.75%)
51-64	10 (27.78%)	25 (55.56%)	35 (43.21%)
>65	0 (0.00%)	1 (2.22%)	1 (1.23%)
Total	36	45	81

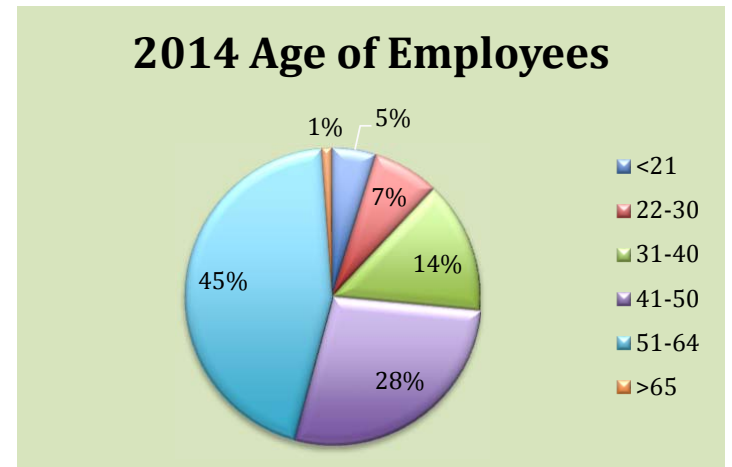
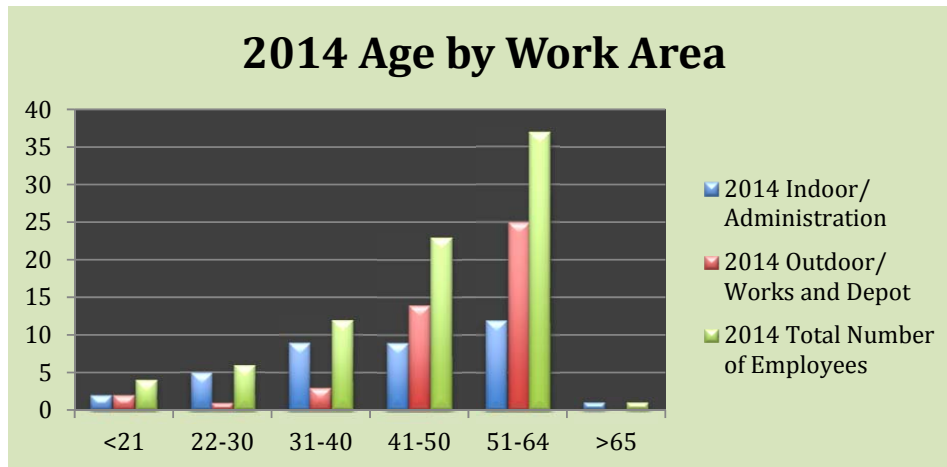
2014			
Age	Indoor/ Administration	Outdoor/Works and Depot	Total Number of Employees
<21	2 (5.27%)	2 (4.44%)	4 (4.82%)
22-30	5 (13.16%)	1 (2.22%)	6 (7.23%)
31-40	9 (23.68%)	3 (6.66%)	12 (14.46%)
41-50	9 (23.68%)	14 (31.12%)	23 (27.71%)
51-64	12 (31.58%)	25 (55.56%)	37 (44.58%)
>65	1 (2.63%)	0	1 (1.20%)
Total	38	45	83

A SNAPSHOT OF THE MAY 2014 SURVEY:

- ❖ The largest age bracket is **51 to 64 years** of age. About **88% of all employees is aged over 31**.
- ❖ The Outdoor/Works & Depot area have an aging workforce with **over half of these employees (55.56%) aged over 51 years**.
- ❖ Employees under the age of 30 represents only 12.05% of all employees, with only one employee aged over 65.(this employee changed Departments from Outdoor/Works and Depot to Indoor/Administration since the 2012 Survey).
- ❖ The average age of the total workforce is **42 years**. The average age of Administration/Indoor employees is **39**. The average age of Outdoor/Works and Depot employees is **48**.



The 41-50 years age group has seen the largest increase since 2012 with 28% of the workforce now represented in this bracket. This will further impact on the succession planning requirements in the next 2 years. The 22-30 year age group has halved since 2012 indicating a need to focus on the attraction and retention of suitably skilled and qualified staff in this demographic group.

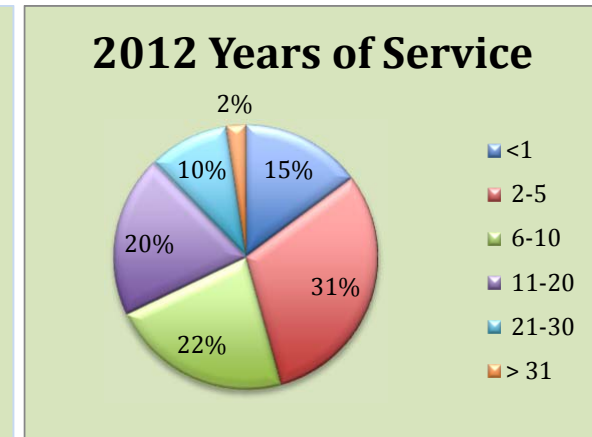
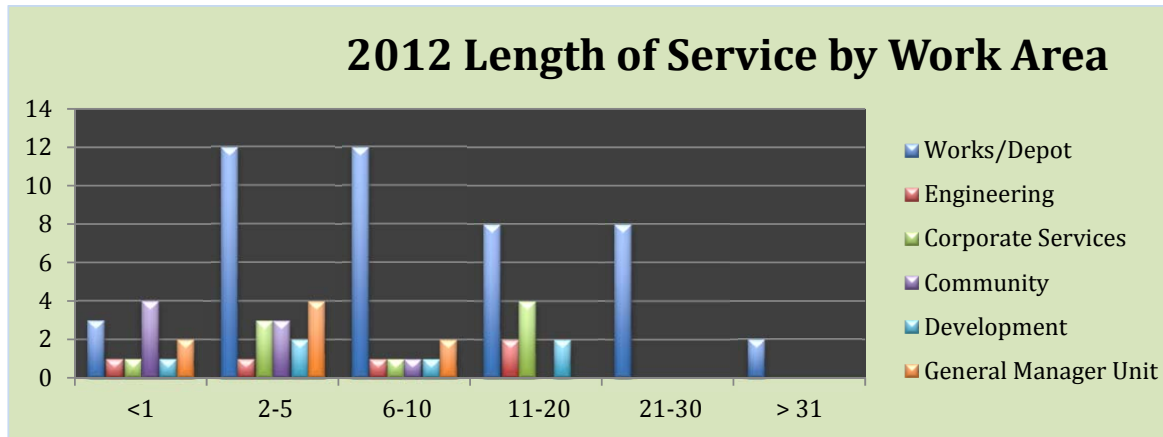


The 51-64 years age group remains relatively steady, but with bracket creep, an increase to the >65 age group is expected in the next two years with an increase in retirements also expected.

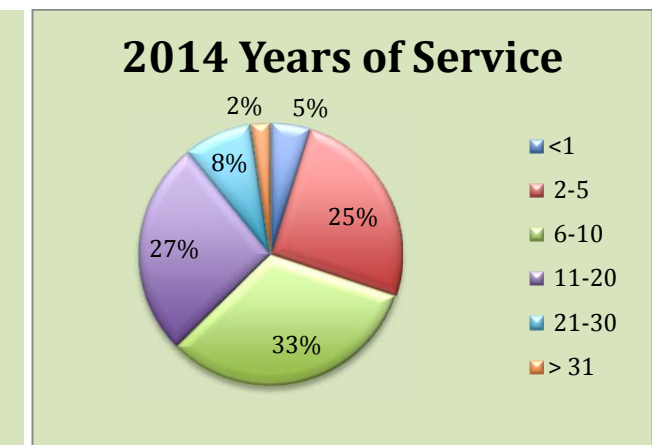
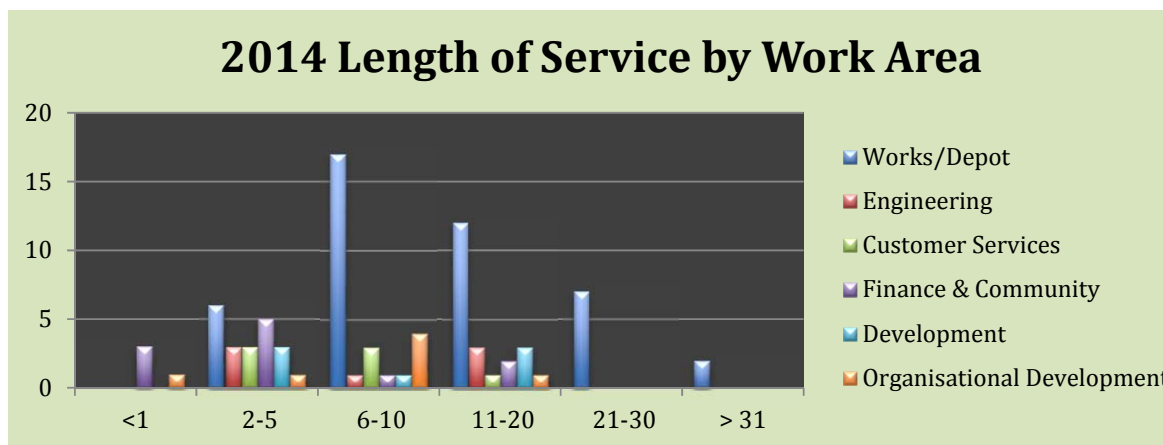
LENGTH OF SERVICE

The following information breaks employee groups into six (6) distinct work areas.

This information illustrates the **Total Length of Service by Work Area** (in accumulated years)



There has been a significant reduction in employees with 2-5 years experience with a correlating increase in the 6-10 year and 11-20 year service brackets. A further reduction is also seen for employees with less than 1 year of service with 15% in 2012 falling to just 5% in 2014. Employees with over 31 years experience remains static at just 2% of the workforce. With three quarters of the workforce having more than 6 years of experience, the organisation is in a positive position. Future challenges will lie in retaining corporate knowledge as employees move towards retirement.



2012

	Accumulated Years	<1 year	2-5 Years	6-10 Year	11-20 Years	21-30 Years	>31 Years
Outdoor Works/Depot	496	3	12	12	8	8	2
Engineering	36	1	1	1	2	0	0
Corporate Services	70	1	3	1	4	0	0
Community	15	4	3	1	0	0	0
Development	34	1	2	1	2	0	0
General Managers Unit	31	2	4	2	0	0	0
	682 years / 81 100.00%	12 14.81%	25 30.87%	18 22.22%	16 19.75%	8 9.88%	2 2.47%

2014

	Accumulated Years	<1 year	2-5 Years	6-10 Year	11-20 Years	21-30 Years	>31 Years
Outdoor Works/Depot	542	0	6	17	12	7	2
Engineering	52	0	3	1	3	0	0
Customer Services	35	0	3	3	1	0	0
Finance & Community	51	3	5	1	2	0	0
Planning & Development	62	0	3	1	3	0	0
Organisational Development	45	1	1	4	1	0	0
	787 years / 83 100.00%	4 4.82%	21 25.30%)	27 32.54%	22 26.50%	7 8.44%	2 2.40%

In May 2014 our employees accumulated a total of **787 years of service**, which equates to an average of **9.42 years**.

Close to two thirds (**62.66%**) of employees have worked with Oberon Council for **10 years or less**.

The longest serving employee is in the Works/Depot area with **40 years**.

5 WORKFORCE CAPACITY, CRITICAL POSITIONS and SKILLS GAPS

Following the workshops with Councillors and management staff further work has been completed on the workforce profile taking into account the type of employment (Full-time, Part-time, casuals), the age of employees and the length of service with Oberon Council.

The most critical issues identified in each of our six (6) distinct work areas are listed below:

FINANCE and COMMUNITY SERVICES

- Storeman (Procurement Officer/Coordinator) role is critical and succession planning is urgently required.
- Revenue Officer retired in Jan 2015 with an Internal Applicant appointed. Vacancy back-filled on a permanent part-time basis (20hrs).
- Finance Coordinator resigned in Mar 2015 and a recruitment process commenced in May.
- From July 2015 it is intended to have the Information Technology role report to the Director (from the GM) following commencement of a new employee in this role (casual employee left in February 2015).

PLANNING and DEVELOPMENT SERVICES

- Health and Building Manager resigned in April 2014 with an Internal Applicant appointed following a recruitment campaign. This left a vacant position for a Health & Building Surveyor and an External Applicant was appointed.
- Identified skill shortage in technical issues and although the appointment of trainee was included in the Delivery Program and Operational Plan 2013/2014, this was not actioned in 2014/2015 and will be considered for 2015/2016 depending on workloads.
- Stock Control and Animal Control activity is to be reviewed in 2015/2016 – possible combining of these areas.
- Management of Waste Services Collection requires further investigation. Recycling is currently under utilised. Function transferred from Works & Engineering on resignation of former Works & Engineering Director.

OUTDOOR WORKS/DEPOT WORKS and ENGINEERING SERVICES

- The Director resigned in August 2014 and a replacement commenced in October 2014.
- Succession Planning in the Water/Waste Water Treatment areas has occurred with an Internal Applicant appointed to the Team leader position in early 2015. Further appointments have occurred in this area including a Relief Operator position.
- Succession Planning is required in the Plant Workshop area. Former Apprentice was appointed as a Workshop Mechanic and will work alongside existing Senior Mechanic prior to his retirement.
- Succession Planning for a number of Works positions is also required with some employees now nearing retirement.

GENERAL MANAGER'S UNIT/EXECUTIVE, ORGANISATIONAL DEVELOPMENT & CUSTOMER SERVICES

- Risk Management and implementation of Workplace Health & Safety guidelines requires further support in the organisation.
- Human Resource Management and Organisational Development continue to be areas requiring attention.
- Customer Services activity, including the Visitor Information Centre, is being reviewed for potential savings in employee costs. As an example an Administration Team Leader role was not filled and workload reassigned between existing employees and casual staff used during times of peak workloads.

OVERALL ISSUES – showing the issues identified in 2012 and the outcomes noted in 2014

2012 - High number of “key” Indoor/Administrative employees do NOT live within the LGA and less than 50% of Managers live in Oberon.

- ✓ 2014 – An increased number of employees including Directors and Operational Managers reside in the Oberon LGA

2012 - Councillor involvement with staff – potential Code of Conduct breaches, further training and enforcement required.

- ✓ 2014 - Code of Conduct was undertaken in 2013 for employees and Councillors. Regular reinforcement was provided to staff and Councillors who continued to potentially breach the Code of Conduct. Issues have reduced significantly.

2012 - Poor communication – both internally and externally.

- ✓ 2014 – Communication is improving with regular formal and informal communication mechanisms now in place.

2012 - An “Outdoor” v’s “Indoor” mentality still exists between employees and a silo affect still exists.

- ✓ 2014 - this culture will be difficult to completely change. However proactive measures have been undertaken to reduce the affect including a joint Christmas and Easter function for all staff and their families.

2012 - Lack of coordination between Strategic documents and “operational decisions” – too many ad hoc decisions.

- ✓ 2014 – At a Councillor level this has improved with Informal Briefing Sessions, Workshops and Inspections. At a staff level an increased focus on outcomes through more effective Executive Management Team meetings and project work.

2012 - Poor Risk Management processes -perception that it sits with one employee rather than whole of organisation approach.

- ✓ 2014 - More internal focus on Risk Management with regular internal meetings held with key staff to review the annual Risk Management Action Plan and associated issues. Overall Risk Management now given oversight by General Manager.

Training has been highly emphasized during 2013 and has continued into 2014 with a focus on core competencies and compliance based training, Professional Development and Certificate Level Traineeships. A number of Management Staff also attend industry Conferences relative to their work areas.

Significant resources have also been invested to achieve improvements to Information Technology (IT) software and hardware across the organisation. The implementation of Civica’s Business Intelligence System (BIS) was conducted in late 2013. The system will allow for more effective and timely analysis of financial information by key management staff responsible for managing operational programs and projects (and budgets). Further training of end users in the product has been identified.

A comprehensive review of the Salary System and Performance Management System, including Annual Performance Appraisals and Salary/Wage Reviews is noted as overdue during 2015 and will be a main focus to complete on time during 2015/2016.

Although there were many other issues identified, the above issues were considered most critical and along with specific employee data (workforce profile) have been used to develop a number of Objectives and Strategies which broadly target these issues.

It should be noted is the relative lack of reference to the major work area in the Outdoor/Works and Depot areas. In most cases the workforce is very dependent on teamwork and has typically built capacity of the workforce from within. This is not to say that some of the more critical positions do not require succession planning.

Due to the “hands on” nature of the work carried out by the Outdoor/Works and Depot employees there has been a high level of on the job training over many years and this will continue.

We participated in two significant surveys during 2014:

The NSW Local Government Operational and Management Effectiveness Report for the Financial Year 2013 was facilitated by LG Professionals NSW with the Report prepared by PwC. The Report highlights the LG Sector results for participating Councils as well as an individual report for Oberon Council.

The 2014 NSW Local Government HR Metrics Benchmarking Report provides results of the fourth HR survey developed by Local Government Management Solutions (LG NSW). Separate results are provided for Oberon Council.

Copies of both Reports are available on our website www.oberon.nsw.gov.au

The critical issues identified in each work area and the specific employee data has been used to develop Objectives and Strategies for the following Key Themes:

ATTRACTION and RETENTION

TRAINING, LEARNING and DEVELOPMENT

ORGANISATIONAL DEVELOPMENT

PERFORMANCE MANAGEMENT

WORKPLACE HEALTH and SAFETY



6 WORKFORCE PLANNING OBJECTIVES and STRATEGIES

Actions have been included to state what we intend doing to address the Objectives and Strategies listed for each of the Key Themes.

ATTRACTION and RETENTION
<p>OBJECTIVES</p> <ul style="list-style-type: none"> ○ To employ and retain excellent professional and general operations employees that meet present and future skill needs. ○ To be viewed as an employer of choice and to retain and motivate a high performing workforce.
<p>STRATEGY</p> <ul style="list-style-type: none"> ○ Review position responsibilities to maintain competitive position within market place. ○ Monitor recruitment processes to ensure fair, transparent and merit based employment selection processes. ○ Develop Human Resource protocols that reflect expectations of a modern workforce including effective performance management and staff incentives.
<p>ACTIONS</p> <ul style="list-style-type: none"> ○ Complete review of recruitment practices. ○ Complete review of salary system (and structure). ○ Implement an effective performance management system with an aim to conduct regular salary reviews. ○ Implement a long service recognition program. ○ Review working conditions, non-salary benefits to attract and retain employees.
TRAINING and DEVELOPMENT
<p>OBJECTIVES</p> <ul style="list-style-type: none"> ○ Provide opportunities for training and development to ensure employees have the necessary skills and knowledge. ○ Create a culture which encourages employees to participate in training and development opportunities.
<p>STRATEGY</p> <ul style="list-style-type: none"> ○ Align training needs and requests with Council priorities and within budget constraints (CSP and Delivery Program). ○ Determine skill and knowledge requirements with our current workplace requirements. ○ Determine skill and knowledge requirements to meet future workplace demands. ○ Develop training plans and opportunities for employees wishing to undertake career advancement studies. ○ Link training and development with the performance management system.
<p>ACTIONS</p> <ul style="list-style-type: none"> ○ Develop a Training Plan and Policy. ○ Update skills register and link to position requirements. ○ Development of Gap analysis and action plan.

PERFORMANCE MANAGEMENT

OBJECTIVES

- Develop a performance management system to assist employees to achieve their position outcomes.
- Ensure employees are managed effectively to meet Council's strategic outcomes and objectives.

STRATEGY

- Implement a performance, grading and skill steps system following a consultative process.
- Provide opportunity for employees to receive feedback about performance.
- Develop processes to identify issues of poor performance.

ACTIONS

- Review the performance management system.
- Develop a performance management policy
- All staff with supervisory responsibilities to undergo performance management training.

ORGANISATIONAL DEVELOPMENT

OBJECTIVES

- Develop a culture focused on providing the highest level of service and being responsive to the whole community.
- Communicate Council's strategic objectives and desired outcomes to all employees.

STRATEGY

- Develop employee programs which deliver an exceptional Customer Service.
- Develop systems to monitor organisational (Council) performance on a range of key indicators

ACTIONS

- Effective communication with all employee groups to gain cooperation in the delivery of services.
- Empower employees to deliver good performance, and create a climate of respect and trust to enhance motivation.
- Ensure employee engagement in the development and review process and work and practices.

WORKPLACE HEALTH and SAFETY (WHS)

OBJECTIVES

- Ensure the health, safety and welfare of employees.
- Develop a positive culture of workplace health, safety and risk awareness.

STRATEGY

- Increase awareness of WHS and risk management principles and practices.
- Ensure a proactive approach to injury management and prevention.

ACTIONS

- Develop and implement a WHS Management Plan.
- Develop training in workplace/occupational risks, health, safety and well being.
- Develop a program for inspections and audits as part of a risk minimisation strategy.
- Create a greater visibility of WHS initiatives and programs to staff.
- Proactively encourage employees to utilise accrued leave to enhance employee's health and wellbeing.



IMPLEMENTING ACTIONS and ANNUAL REVIEWS

ATTRACTION and RETENTION

ACTIONS	RESPONSIBILITY	TIMETABLE	May 2013 Update / May 2014 / MAY 2015
Complete review of recruitment practices	General Manager HR Coordinator	By Sept 2012	Recruitment Process reviewed and updated. Completed and is being implemented . MAY 2015 - FURTHER REVIEW TO BE DONE IN 2015/2016
Complete review of Salary System (and structure)	General Manager HR Coordinator Executive Management Team	By Oct 2012	A number of key positions have been reassessed through the Salary System. The review of the Salary Structure is still underway MAY 2015 - THIS IS NOT COMPLETED AND IS A PRIORITY
Implement an effective performance management system with an aim to conduct regular salary reviews	Executive Management Team	By Jan 2013	Annual Performance Review timeframes have been reviewed with key dates determined for annual Performance Reviews. Annual Performance Assessment Form has been redesigned into a more useable document and has been used on a trial basis. Review of actual Performance Criteria is on-going . Human Resources Coordinator has participated in a joint Performance Management System review as part of the CENTROC HR group. MAY 2015 - REGULAR SALARY REVIEWS HAVE NOT BEEN DONE AND THIS IS AN URGENT PRIORITY
Implement a Long Service Recognition program	General Manager	By July 2012	Implemented Dec 2012. Will be an annual program. Completed . MAY 2015 - AWARDS PRESENTED FOR THIRD TIME IN DEC 2014 THIS HAS BEEN A POSITIVE OUTCOME
Review working conditions, non-salary benefits to attract and retain employees	HR Coordinator	By Aug 2012	Flexible Working Policy drafted – to be reviewed by GM/EMT . General conditions/incentives including provision of motor vehicles, relocation allowances determined case by case. Policy/practices need to be documented. Ongoing . MAY 2015 - FURTHER REVIEW TO BE DONE, IT IS NOTED THAT EXISTING CLOTHING ALLOWANCE AND OTHER BENEFITS ARE BETTER THAN OUR NEIGHBOURING COUNCILS

TRAINING and DEVELOPMENT

ACTIONS	RESPONSIBILITY	TIMETABLE	May 2013 Update / May 2014 / MAY 2014
Develop a Training Plan and Internal Policy	HR Coordinator	By Dec 2012	<p>Draft Training Policy submitted to GM for review.</p> <p>Oberon has joined with Lachlan, Cowra and Parkes to utilise Federal Government funding to initiate a Skills Training Audit, perform a gap analysis and develop a comprehensive training plan which will be a key document in the ongoing revision of the Workforce Management Plan and provide accurate information to link the WMP with other strategic documents including LTFP.</p> <p>May 2014 Training Plan finalised and forms part of the annual review program.</p> <p>MAY 2015 - TRAINING PLAN IS NOT COMPLETE, THIS HAS BEEN HIGHLIGHTED AS A HIGH PRIORITY</p>
Update skills register and link to position requirements	HR Coordinator	By Dec 2012	<p>As Above.</p> <p>May 2014 The maintenance of the Skills Register and Review of Position requirements is ongoing as part of the annual review program.</p> <p>MAY 2015 - THIS IS INCOMPLETE, THIS HAS BEEN HIGHLIGHTED AS A PRIORITY</p>
Development of gap analysis and action plan	HR Coordinator Executive Management Team	By Dec 2012	<p>As Above.</p> <p>MAY 2015 - THIS IS INCOMPLETE</p>

PERFORMANCE MANAGEMENT

ACTIONS	RESPONSIBILITY	TIMETABLE	May 2013 Update / May 2014 / MAY 2015
Effective communication with all employee groups to gain cooperation in the delivery of services.	Executive Management Team	By Dec 2012	<p>Significant improvements have occurred with internal communications. A more adhesive and cooperative team environment within work teams, Departments and across the organisation is developing/improving.</p> <p>May 2014 A significant change and improvement has been made to the overall cultural wellbeing of the organisation. With the resignation and replacement of a number of staff during 2013 and 2014, a fresh and vibrant approach to the Organisation's values and goals has been achieved.</p> <p>MAY 2015 THIS HAS GONE IN REVERSE DURING 2014/2015 AND WILL BE TARGETTED FOR IMPROVEMENT IN 2015/2016</p>
Empower employees to deliver good performance, and create a climate of respect and trust to enhance motivation.	Executive Management Team	By Dec 2012	<p>May 2014 Further emphasis needs to be given to employees working effectively as a team and in individual work teams. EMT and Senior Managers will embark on a Corporate Leadership Program in May/June 2014 to assist in further developing skills and resilience in this area.</p> <p>MAY 2015 A FOLLOW-UP ON THE LEADERSHIP PROGRAM IS PENDING. TRACTION HAS BEEN LOST IN 2015</p>
Ensure employee engagement in the development and review process and work practices.	Executive Management Team	By Dec 2012	<p>Significant improvements have been achieved in operational workflows in a number of areas.</p> <p>Currently exploring options for an internal audit of Council's financial management software and financial processes to determine effective use of technology to meet internal and external service expectations.</p> <p>May 2014 Further emphasis on the utilization of Program based workflows is required. Manual processes are still excessive in an organisation which is well resourced to deliver more advanced services.</p> <p>MAY 2015 – SOME PROGRESS DURING 2014/2015</p>

ORGANISATIONAL DEVELOPMENT

ACTIONS	RESPONSIBILITY	TIMETABLE	May 2013 Update / May 2014 / MAY 2015
Review the Performance Management System.	General Manager HR Coordinator Executive Management Team	By Dec 2012	See above comments about Performance Management. MAY 2015 – THIS HAS NOT IMPROVED DURING 2014/2015 WITH SOME HIGHER LEVEL PM ACTIVITY TAKING PRIORITY
Develop a Performance Management Policy	HR Coordinator	By Dec 2012	Policy has been drafted and is currently being reviewed by GM prior to presentation to the Consultative Committee. May 2014 Performance Management Policy has been implemented. MAY 2015 – FOR REVIEW, NOT SUCESSFULLY IMPLEMENTED
All staff with supervisory responsibilities to undergo performance management training.	Executive Management Team	By Feb 2013	HR Coordinator arranged Performance Management training for a number of Middle Managers responsible for performance management (in line with EEO good practice and Council's EEO policy). Recent internal issues have reinforced the necessity for a consistent approach to performance management and for all employees with supervisory responsibility to undergo training. GM has indicted support for this direction. May 2014 Training for all staff responsible for Performance Management has still not been completed. This will be a training priority for 2014/2015. MAY 2015 – THIS IS INCOMPLETE, HOWEVER CORPORATE LEADERSHIP PROGRAM INTRODUCED IN EARLY 2014/2015

WORKPLACE HEALTH and SAFETY

ACTIONS	RESPONSIBILITY	TIMETABLE	May 2013 Update / May 2014 / MAY 2015
Develop and implement a WHS Management Plan.	WH&S Coordinator HR Coordinator	By Dec 2012	<p>Work is progressing on this in conjunction with Centroc Risk Management Group.</p> <p>May 2014</p> <p>This work is continuing with Centroc and included in RMAP meetings</p> <p>MAY 2015 – RMAP MEETINGS TO CONTINUE IN 2015/2016</p> <p>WH&SC WORKS EFFECTIVELY WITH STATEWIDE MUTUAL</p>
Develop training in workplace/occupational risks, health, safety and well being.	WH&S Coordinator HR Coordinator	By Jan 2013	<p>E-Learning modules – Drug & Alcohol, Bullying & Harassment, WHS, Code of Conduct, EEO, Privacy provided to office based employees. Works staff will undergo training in early June.</p> <p>E-learning trial has been a successful joint project for CENTROC</p> <p>May 2014</p> <p>E-Learning modules continue to be delivered as part of the Induction Program. Additional programs are being designed including Developing Cultural Awareness, and Working in a Local Government Context. This will be available during 2014/2015.</p> <p>May 2015 – E-LEARNING CONTINUES TO BE AVAILABLE, ACTUAL RESULTS NEED TO BE EFFECTIVELY COMMUNICATED</p>
Develop a program for inspections and audits for risk minimisation strategy.	WH&S Coordinator GM	By Jan 2013	<p>This is being undertaken on a regular basis, and is being reported to the GM and Works & Engineering Director.</p> <p>May 2014</p> <p>This is reviewed with the GM, who also conducts inspections with WH&S Coordinator and other Directors.</p> <p>MAY 2015 – TO CONTINUE IN 2015/2016. HAS BEEN LESS ACTIVE IN 2014/2015 BUT STILL BEING COMPLETED</p>
Create a greater visibility of WHS initiatives and programs to staff.	WH&S Coordinator GM	By Nov 2012	<p>WH&S Coordinator now reports to GM. Introduction of Indoor Toolbox Talks. More focus on distribution of practical information to Works employees.</p> <p>May 2014</p> <p>Indoor Toolbox Sessions are continuing less frequently, with a focus on WH&S issues.</p> <p>MAY 2015 – A NOTICEABLE LACK OF INTEGRATION WITH HR</p>

DELIVERY PROGRAM and OPERATIONAL PLANS (Year 1 to Year 4)

Year 1 is 2012/2013

GENERAL MANAGER and GENERAL MANAGER'S UNIT		Review
<p>Year 1 2012/13</p>	<p>Review Organisation Structure <i>requirement with new Elected Council.</i></p> <p>Provide dedicated relief/support for Community Services Manager (CSM) and Executive Assistant position.</p> <p>Higher Grade Pay provisions apply. Determine career path for Administrative Trainee.</p>	<p>Organisation Structure adopted in March 2013.</p> <p>CSM position restructured. Administrative Trainee dedicated relief for Executive Coordinator with Higher Duty Payments initiated.</p> <p>Administrative Trainee position restructured to Administrative Assistant (role now within Finance & Community Services).</p>
<p>Year 2 2013/14</p>	<p>Possible additional Trainee Position in Administration.</p> <p>Establish a Trainee position in Library Services to reduce casual/permanent part-time staff. <i>See Finance & Community Services</i></p> <p>See comment for GRANTS OFFICER role. <i>Grants Coordinator reports to F&CS Director</i></p>	<p>Current School Based Trainee (SBT) role continued for 2013.</p> <p>A Customer Services Trainee position was successfully recruited early 2014. The position assists in the Administration, Library and Visitor Information Centre areas.</p> <p>A casual Grants Coordinator was appointed during 2013.</p> <p>Community Services Coordinator role and Grants Coordinator, now reports to the Finance & Community Services Director.</p>
<p>Year 3 2014/15</p>	<p>Economic Development position.</p> <p>Workplace Health and Safety / Risk Coordinator (WHS&RC)</p> <p>Review Staff Roster at the Oberon Visitor Information Centre</p>	<p>Economic Development position not will be reassessed in 2014.</p> <p>Succession Planning for the position of WHS&RC will continue.</p> <p>During High Visitation months at the OVIC staff were assisted with an increase in casual staffing hours.</p>
<p>Year 4 2015/16</p>	<p>Review of Staffing/Organisational Structure and analysis of effectiveness of previous 4 year WMP.</p>	<p>A new WMP is to be developed during 2015/2016.</p> <p>From July 2015 the IT/GIS position will report to F&CS Director.</p>

FINANCE and COMMUNITY SERVICES		Review
Year 1 2012/13	<p>Succession Plan for Director, Revenue Officer and Storeman (Procurement) positions.</p> <p>Temporary Asset Accountant position to be made permanent – partly off set by reduction in part-time employees and casuals.</p> <p>Information Technology position to be increased from 20 to 28 hours per week.</p>	<p>Resignation of Director in April 2013 with recruitment finalised in late 2013. Other Succession Plans on hold.</p> <p>Asset Accountant role redesigned into full-time Management Accountant role.</p> <p>IT role increased to 28 hrs.</p>
Year 2 2013/14	<p>Aim to convert part-time to full time positions within Finance area (through negotiation). Nil or minor cost implications.</p> <p>Establish a Trainee position in Library Services to reduce casual/permanent part-time staff.</p> <p>See comment for GRANTS OFFICER role. <i>Grants Coordinator reports to F&CS Director</i></p>	<p>Only one from a total of four permanent part-time positions remains in the Finance area. Full-time employees have increased from three to five with no additional financial cost to Council. This provides a more cost effective method of delivering key services to internal and external customers of Council</p> <p>With the resignation of the Library Assistant the two roles were redesigned to offer a full-time Traineeship.</p> <p>A casual Grants Coordinator was appointed during 2013.</p> <p>IT position now reports to General Manager</p>
Year 3 2014/15	<p>Community Services Assistant – vacancy</p> <p>Revenue Officer – identified Succession Planning</p>	<p>With the resignation of the Community Services Assistant in May 2014, this position was reviewed and a Trainee was recruited. Succession Planning for the Revenue Officer resulted in an Internal Applicant being appointed after RO retired in Jan 2015.</p>
Year 4 2015/16	<p>Succession planning for Community Services Coordinator and consideration for continuation of CS Trainee position.</p>	<p>In early 2015 CSC role reduced to 4 days each week transitioning into “phased retirement”. Need to consider options when hours are again reduced.</p> <p>Trainee role was for an initial 12 months, a decision about this role continuing is to be made during July to September 2015.</p>

PLANNING and DEVELOPMENT SERVICES		Review
Year 1 2012/13	Appoint summer casual work Program for students studying related discipline. Nil or minor costs to Council.	Not done, limited interest.
Year 2 2013/14	Trainee position for Environmental Health and Building. Senior Development Control Officer	As above. Senior DCO position changed from Part-time to Full-time to assist the Department meet increasing demand with planning issues.
Year 3 2014/15	Succession Plan for Development Control Admin. Assistant. Recruitment of Health and Building Manager - vacancy	Director undertook a review of Succession Planning requirements. H&B Manager resigned in May 2014 and Internal Applicant appointed. External Appointment made to H&B Surveyor position.
Year 4 2015/16	Succession Plan for Domestic Animal Control Officers and combine with Livestock Officer position. Waste Management Operations transferred to Planning & Development about August/Sept 2014. Reconsider Trainee role.	Possible combining of the Animal Control and Livestock Control (Contractor) positions. Staff requirements for Waste Management Operations to be reviewed during 2015/2016. Trainee role to be reviewed around Oct 2015 for possible HSC Student and/or first year University Student

WORKS and ENGINEERING SERVICES		Review
Year 1 2012/13	<p>Establish dedicated relief for Water and Wastewater. Provide training for Water/Waste Water Operators.</p> <p>Establish dedicated relief and Succession Planning for WHS/Risk Manager position.</p> <p>Review (in consultation with GM) Contract Engineering role – employ Professional Engineer in lieu of this.</p> <p>Establish a hierarchy of management for ALL works, including Overseer, Ganger and Team Leader roles.</p>	<p>Two Relief Water/Waste Water Operators were appointed. Training of new operators underway. Completed.</p> <p>Underway. Position now reports to General Manager.</p> <p>Completed. Project Engineer commenced in October 2012.</p> <p>Hierarchy for management roles not completed.</p>
Year 2 2013/14	<p>Succession Planning for Works Manager.</p> <p>Implementation of summer casual work program for Engineering students. Nil or minor costs to Council.</p> <p>Succession and/or Career Planning for Design Engineer – Engineering Administrative Assistant to continue formal qualifications.</p>	<p>Works Manager took time off (8 months) during this period.</p> <p>Work placement students casually employed to meet work demands, employed during study breaks.</p> <p>Engineering Administrative Assistant has completed preliminary TAFE qualifications. Assets Management Coordinator is also completing Engineering studies</p>
Year 3 2014/15	<p>Succession Plan for Plant Foreman and Senior Mechanic. Possible employment of Apprentice Mechanic.</p> <p>Works & Engineering Director resigned in Aug 2014</p>	<p>Discussions are underway regarding Succession Planning of the Senior Mechanic and Apprentice position requirements.</p> <p>Recruitment successful with new Director commencing in Oct 2014</p>
Year 4 2015/16	<p>Works Manager role and responsibilities to be reviewed.</p> <p>Project Engineer role to be reviewed due to RMS works being reduced (Wattle Grove Project).</p> <p>Director to consider work requirements for Professional and Support staff.</p>	<p>This commenced in late 2014 prior to new Director commencing.</p> <p>Project Engineer role to possibly include responsibility for general and strategic oversight of Environmental issues, Water and Sewerage.</p> <p>Initial review around Sept 2014 to be reconsidered.</p>