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# Workforce Management Strategy & Plan 2013 - 2017

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Berrigan Shire 2023  
Resourcing Strategy

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## Introduction

Workforce planning is a requirement of Integrated Planning and Reporting. The Shire's *Workforce Management Strategy and Action Plan 2013 – 2017* is an element of the *Berrigan Shire 2023: Resourcing Strategy* and it contributes toward the achievement of *Berrigan Shire 2023 Strategic Outcomes* of:

1. Sustainable Natural and Built Landscapes
2. Good Government
3. Supported and Engaged Communities
4. Diverse and Resilient Business

The *Workforce Management Strategy and Action Plan 2013 – 2017* includes a snapshot of the demographic features of Council's workforce of 84.5 equivalent full time staff (EFT), our current organisational and reporting structure, workforce development issues and an action plan designed to facilitate the resourcing and workforce requirements of the Shire's 2013 – 2017 *Delivery Program*.

This strategy and action plan assumes no change in the base skills, knowledge and competency profile of the Shire's workforce and was developed from:

- A comprehensive analysis of the Shire's Community Strategic Plan *Berrigan Shire 2023*
- Consideration of Council's *Delivery Program 2013 – 2017*;
- A desk top review of *Workforce Management Strategy and Action Plan 2012 – 2016*;
- An updated summary profile of the Shire's workforce as at February 2013
- Consideration of issues identified (2010) internal discussion paper <sup>1</sup>; and
- A (2011) survey of Council's staff

## Purpose

The *Workforce Management Strategy* and its action plan facilitates the maintenance and development of a workforce with the technical and managerial competence needed to implement the Shire's 4-year *Delivery Program* and annual operating plans.

According to SKILL *Australia* workforce development encompasses three interrelated elements:

- The demand for future skills and what planning for the future entails (**A**traction and recruitment)
- Improving the value from investments current being made in the existing and future workforce (**R**etention)
- Integrating policy, planning and service delivery with broader workforce participation, social inclusion and innovation ensuring that we have a workforce able to connect with or leverage wider economic, employment and social strategies (**T**raining and skill development)

Or **ART**

This strategy and action plan uses the 3 pillars of workforce development: attraction, retention and training for skill development to address the Council's *Delivery Program* and strategic workforce management and development issues<sup>2</sup> of

1. Succession planning
2. Recruitment to key roles, and
3. An ageing workforce

<sup>1</sup> Hansen, M (2010) *Workforce Management Plan – Discussion Paper and Options Paper (internal document)*

<sup>2</sup> *ibid*

## Council Activities and Berrigan Shire 2023

The following table describes the relationship between Council's *Delivery Program* activities and *Berrigan Shire 2023* strategic outcomes which, in turn contribute toward the realisation of our community's vision that

*In 2023 we will be recognised as a Shire that builds on and promotes our natural assets and advantages to create employment and economic activity to attract residents, families and tourists.*

<b>CSP Strategic Outcome</b>	<b>CSP Strategic Objective</b>	<b>Council Activities and Services</b>	<b>Professional &amp; Technical Skills</b>
<b>1.Sustainable Natural and Built Landscapes</b>	1.1 Support sustainable use of our natural resources and built landscapes 1.2 Retain the diversity and preserve the health of our natural landscapes and wildlife 1.3 Connect and protect our communities	Stormwater Council roads, paths, levees Land use planning and development Waste Weed Control	Engineering & Surveying Statutory and Land Use Planning Project Management Building Control
<b>2. Good Government</b>	2.1 <i>Berrigan Shire 2023</i> objectives and strategies inform Council planning and community led projects 2.2 Ensure effective governance by Council of Council operations and reporting 2.3 Strengthen strategic relationships and partnerships with community, business and government	Council governance, enterprise risk management, plant and business operations Community planning	Strategic Planning Administration (Public) Public Policy Partnership development Finance Accounting Risk Management Business Planning Human Resource Management Asset Management Information & Records Management

<b>CSP Strategic Outcome</b>	<b>CSP Strategic Objective</b>	<b>Council Activities and Services</b>	<b>Professional &amp; Technical Skills</b>
<b>3. Supported and Engaged Communities</b>	3.1 Create safe, friendly and accessible communities 3.2 Support community engagement through life-long learning, culture and recreation	Libraries and community services Parks, reserves, recreation facilities Cemeteries Water and sewerage Environmental health Animal Control Emergency Services	Information Studies (Libraries) Open Space Planning & Management Engineering and Design Public Safety Environmental Health Social Planning
<b>4. Diverse and Resilient Business</b>	4.1 Invest in local job creation, retention and innovation 4.2 Strong and diverse local economy 4.3 Diversify and promote local tourism 4.4 Connect local, regional and national road, rail and aviation infrastructure	Business and economic development Tocumwal Aerodrome Tourism and events promotion Saleyards	Economic Development & Planning Marketing Business Development

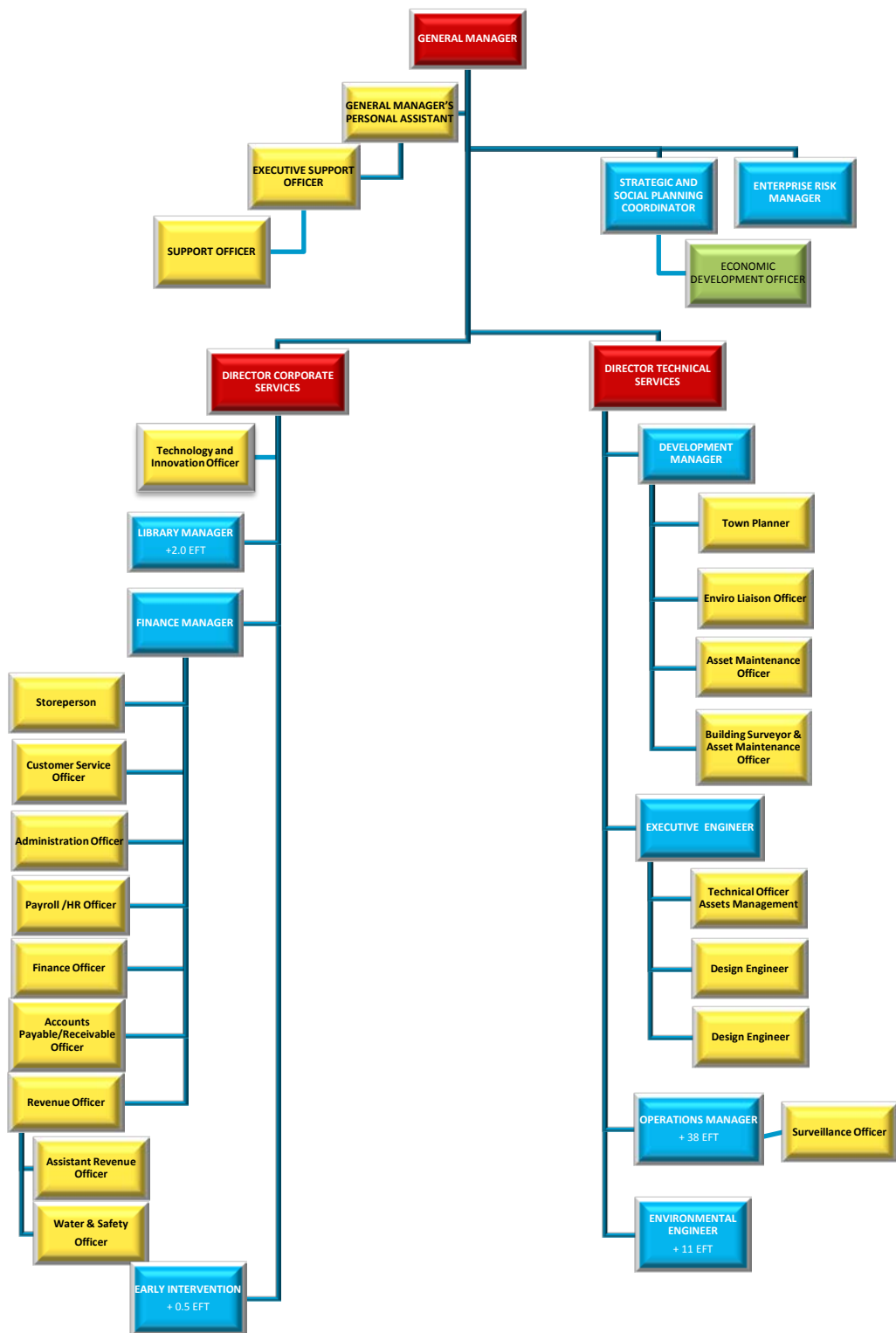
In addition to summarising the relationship between *Berrigan Shire 2023* and Council activities this table also describes the breadth of professional, technical and managerial competencies inherent in the delivery of Council activities and coordinated by this strategy.

### **Shire Workforce**

The Shire's *Workforce Management Strategy and Plan (2012 – 2016)* canvassed national and localised population and employment trends, the age of the Shire's workforce, current and projected skills shortages, in addition to the succession planning requirements of key positions.

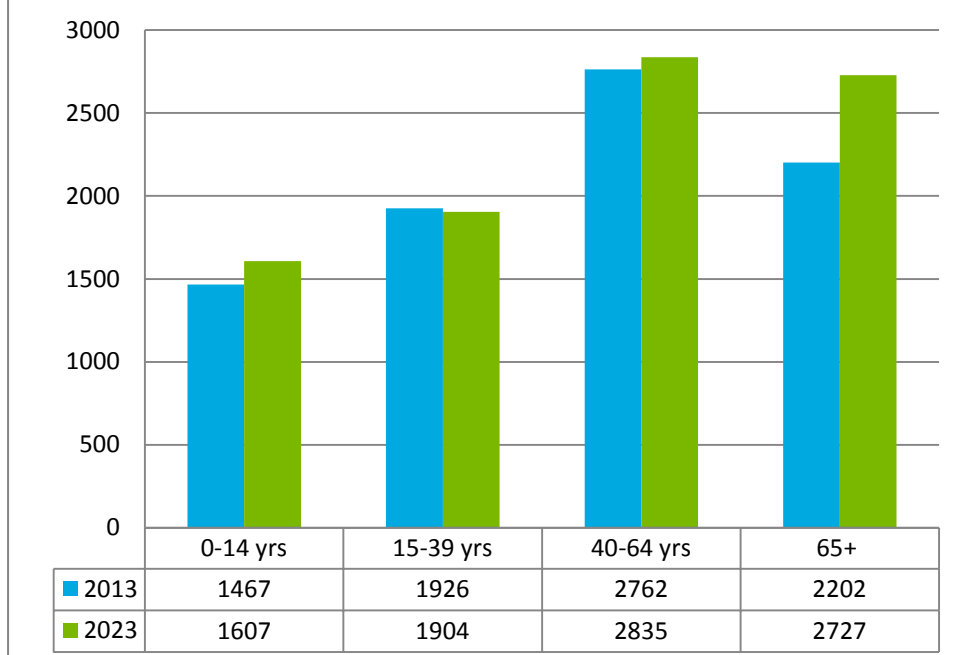
The Council's workforce reflects the working age profile of the Shire's general population and remains managed and directed on a day to day basis by the Council's executive management team – the General Manager and the Directors of Corporate and Technical Services.

# Organisational Structure



As at 1 April 2016

## Projected Population x Age Berrigan Shire 2013 - 2023



(.id Berrigan Shire Population Forecast <http://forecast2.id.com.au/Default.aspx?id=393&pg=5210&gid=10> accessed 2 April 2013)

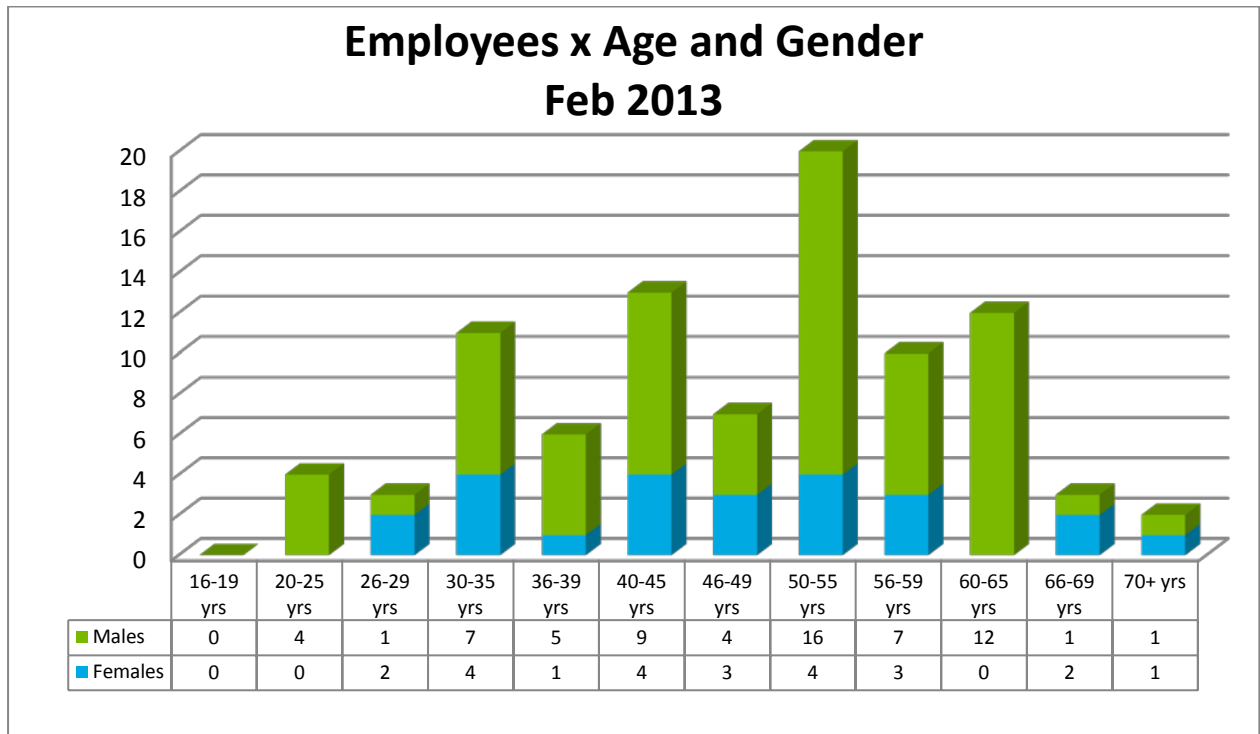
### Workforce

In February 2013, there were 91 persons employed by Berrigan Shire Council. This number fluctuates throughout the year and is the result of the employment of casual staff such as pool lifeguards. As with previous years, the majority of Council employees are men employed on a full-time basis by contrast, women are more likely to be employed on a part-time or casual basis.

	Council Governance	Corporate Services	Technical Services	EFT	Full-time	Part-time	Casual	Total
<b>Male</b>					66	0	1	67
<b>Female</b>					13	11	0	24
<b>Total</b>	<b>6</b>	<b>17</b>	<b>59</b>	<b>82</b>	<b>79</b>	<b>11</b>	<b>1</b>	<b>91</b>

The median age of a Council employee in 2012 was 53 years of age a 5 year increase in median age when compared with median age of employees in 2010. This means that more than 50% of the Council workforce is aged 53 years of age or over. Eighteen (18%) of the Council's workforce is aged over 60 years: a 7 % increase in the number of employees aged 60+ across a 2 year period. The most common age grouping for Council employees remains 50-55 years of age with 22% of the Shire's workforce aged 50 – 55 years of age.

By contrast, 18 employees were aged under 35 years of which a third of these are women; some of whom are working in part time roles.

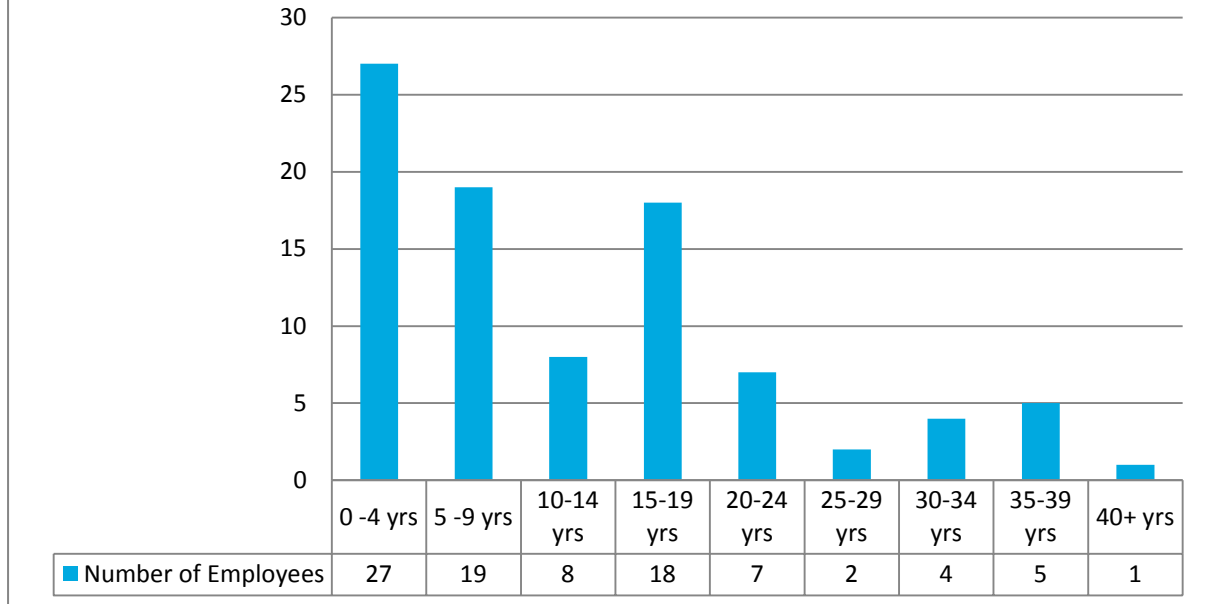


According to the 2010 *Options Paper* once employed, Council employees tend to remain with the Council for some time. This has contributed to a basically stable workforce. The average Council employee has been working with the Council for ten years and 23% of Council employees have been employed for over 20 years.

On the other hand, 30% of the Council's workforce has been with the Council for less than 5 years. This includes key positions in Finance, Development Services and Engineering Services.



## Length of Service Berrigan Shire Council Employees February 2013



### Local Government Skills Shortages

The Council continues to operate under the threat of a shortage of skilled employees in key areas of its operations. Australia is undergoing a general skills shortage at present and this shortage is particularly pronounced in rural and regional areas. Local government specific skills such as engineering and town planning are in short supply in Australia and again, it is in rural and regional Australia where these shortages are most pronounced.

A report prepared by the NSW Department of Local Government in 2005 identified key areas of staff shortages across New South Wales. In that survey, 92% of surveyed Councils reported a skills shortage or were aware of a future or emerging skills shortage.

According to this survey the major areas of shortage were Town Planning and Civil Engineering. Other areas of shortage commonly mentioned included:

- Utilities Engineering;
- Trades such as Mechanics and Building Maintenance;
- Accountants and Rating professionals;
- Environmental Health and Building officers.

Berrigan Shire Council's experience with skills shortages is consistent with the experience of Local Government in New South Wales as a whole. Key professional and technical skills positions have been vacant for periods of over six months. This has led to downgrading some technical positions

and external contracting of technical skills on an as needs basis. Specific skill shortage issues for the Council in recent years include:

- Executive Engineer – Vacant between October 2006 and January 2007 and again between January 2009 and April 2010
- Building Surveyor / Asset Maintenance – Revised position description 2011 and 2012
- Design Engineer/s – Vacant 2011 & 2012 Revised Position description
- Town Planner – Vacant 2011

In the past year Council has successfully used the provisions of the Migration Act 1958 (Section 457 Temporary Visa – Skilled Workers) and filled vacant technical and town planning positions by sponsoring skilled workers who do not have Australian citizenship or residency.

### Staff retention

The Council has been successful in retaining staff and maintaining a steady overall rate of staff turnover. Reflecting the general rule that Local Government employees have traditionally stayed with their employers for significant periods of time. Reasons for this include long service leave arrangements, and particularly in rural and regional areas the perception that employment with the Council is secure in an environment with limited local area employment opportunities.

Unfortunately, also in common with broader sector, this does not apply to positions and roles requiring professional / technical skills and tertiary qualifications. In common with most other rural and remote Councils the Shire experiences difficulty recruiting and retaining skilled and experienced professionals. An issue further compounded by generational change in the Australia's labour market. For example, most people entering the workforce (other than through skilled migration programs) are now *Generation Y*. *Generation Y* (born between 1980 and 1994), i.e. aged between 16 and 30. This cohort constitutes 20.4% of the Australian population and it is a population cohort that according to demographers

- Seeks variety
- Appears less inclined to stay with an employer for an extended period of time
- Is more geographically mobile
- Have due to the extensiveness of their formal training greater career choice and expectations with respect to wages, conditions, and career prospects

### Staff Survey

Council staff (February 2012) completed a ten question survey designed to provide whole of Council data on issues related to staff training, attraction, and retention. The survey was completed by 98% of the Shire's full-time, part-time and casual workforce including their managers and supervisors. A total of 81 hardcopy surveys were completed out of a possible 82 and of the surveys completed all questions attracted a 97% or higher response rate.

Nine questions used a five-point or Likert type scale in addition to an optional comments item. The five point interval response scale did not offer a neutral third point but a third point response item that 'controlled' the neutral tendency bias often associated with five-point scaling.

The inherent and overall positive bias of the survey's design was controlled through the inclusion at question 7 of a 'negatively biased' item requiring comment. This question elicited a written comment from 32% of survey respondents and was analysed using recurrent text analysis software that excluded punctuation, common verbs, pronouns and adjectives.

Survey questions and their supporting rationale are included as an appendix as are all survey comments.

To ensure anonymity and to encourage qualitative comments all staff were advised that hardcopy surveys would be collected by a single collector. Moreover, only once all surveys had been returned would the surveys then be forwarded to the Council Officer who had designed and constructed the survey. Survey respondents were also advised that identifying comments would be excluded and or if 'material' to the question re-written to ensure anonymity. Further, that aggregated results would be included in the Shire's Workforce Development Plan which would be a public document. Of the many comments received only one comment was re-written: all other comments included in the survey results are as written.

## **Results**

The results of a survey of Council staff (February 2012) provides qualitative feedback on:

1. The attraction and retention of staff
2. The perceived value of Council's investment in workforce development / training and
3. Its effectiveness.

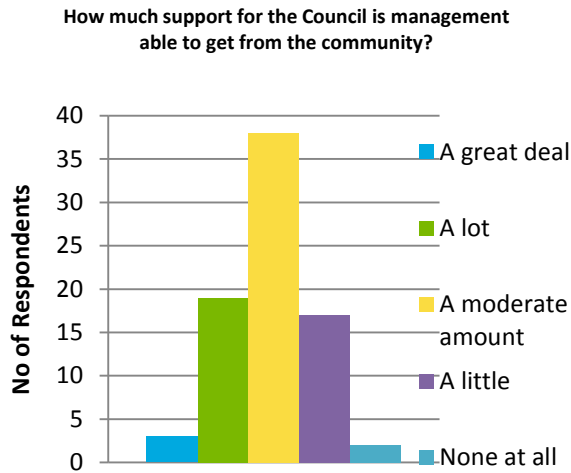
## **Attraction**

Employees that attend external meetings, have customer service contact and or who are thinking about living and working in the same community are more likely to be attracted to apply for a position if we can provide information about

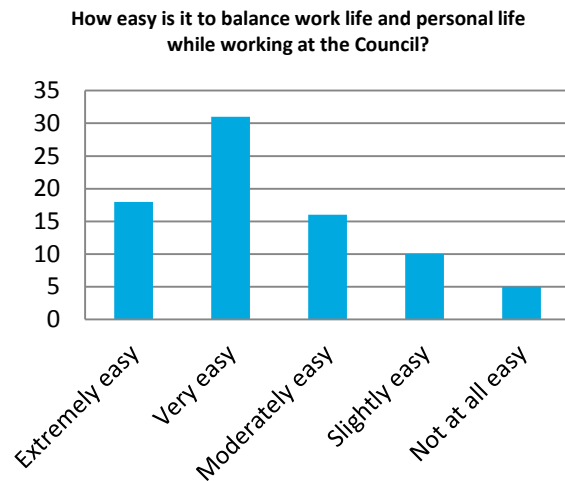
- Community perceptions about Council and customer service
- The experience of Council personnel attending network meetings
- The effectiveness of Council's engagement with broader community, business and other levels of government
- Work life balance

Survey responses informed Council planning about what actions can be taken to demonstrate to prospective staff the extent of Council's support in the broader community and our employees' experience of work/life balance.

According to 76% of surveyed staff Council management is able to get a moderate to great deal of support from the community. Moreover, 61% staff of staff surveyed reported that it is extremely easy or very easy to balance their work life and personal life while working at Council.



Answered: 79  
Skipped: 2



Answered 80  
Skipped 1

## Retention

Employers are more likely to retain productive staff when the individuals, their skills and the work they undertake is valued by the organisation and a whole of organisation approach taken to the implementation and communication of an organisations' Management Plan.

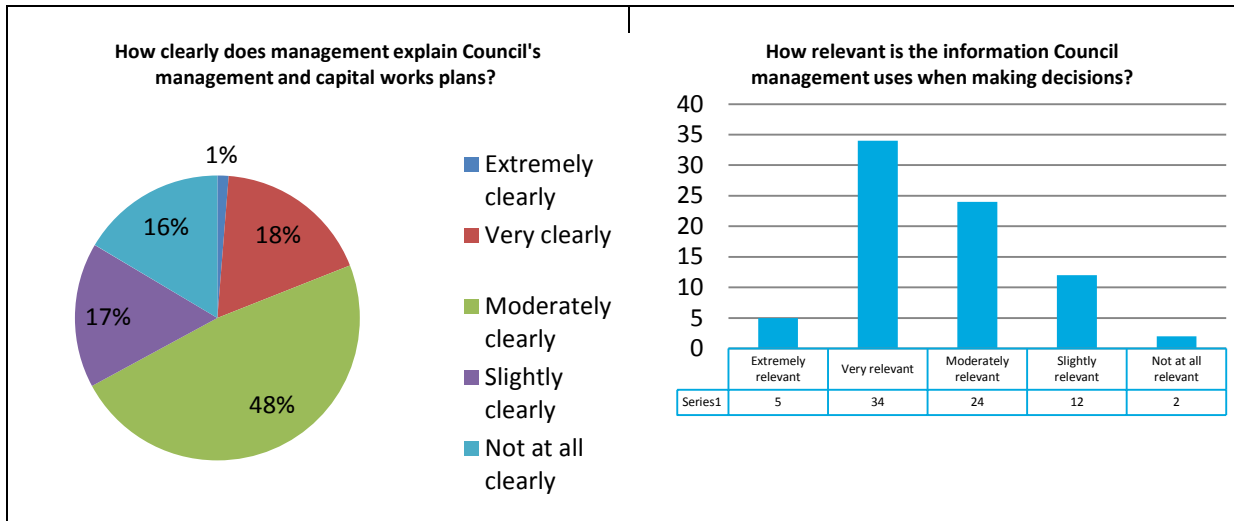
The rationale for these questions (for all employees and managers) is that it provides insight into the knowledge or understanding of current staff in relation to: Council's management / capital works plans, the information that informs Council planning and decision making, why in some circumstances plans do change and how well this is communicated.

The premise of our staff survey was that just because staff do not have budget or planning responsibilities it was not assumed that they do not have the skills, are disinterested and or do not need to know what information guides Council decision-making and 'how' what they do contributes to Council's management and capital works plans.

The following survey responses will guide Council planning about how we can optimise the skills/knowledge and productivity of current employees and in doing so retain a skilled and productive workforce. A workforce, that is flexible and responsive to the practice of integrated planning developed through 'seeing and or being aware of the bigger picture' as it relates to Council and its operations.

From these results it is apparent that less than a quarter of the Shire's workforce felt that Council management very clearly or extremely clearly explained Council's management and capital works program. Moreover, 48% of the Shire's workforce indicated that Council management's explanation

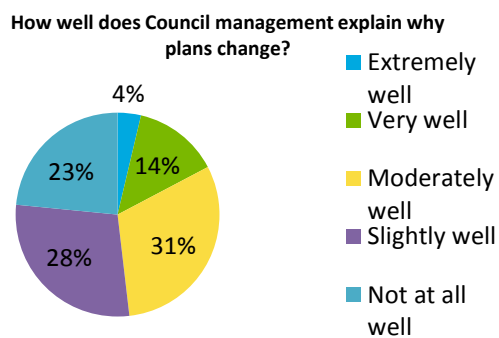
of its management and capital works program was moderately clear. This high percentage suggests that targeted action by Council in this area should result in a significant number of its personnel rapidly acquiring a greater understanding of Council’s management and capital works plans – ensuring that more employees feel valued through informed participation in Council planning and its day to day operations. The flow-on benefit being that Council employees, who are also Shire residents and constituents, increase their knowledge of Council planning and operations.



Answered: 79  
Skipped: 2

Answered: 77  
Skipped: 4

The relevance of information used by Council management in its decision-making was viewed by 14 respondents as being only slightly relevant or not relevant at all. This question was skipped by 4 survey respondents which, given the still very high response rate to this question of 97% suggests that for the most part it is valid to suggest that Council’s workforce considers that Council management make decisions based on information that is relevant.



Answered: 81  
Skipped: 0

On the other hand, 59% of Council employees responded *slightly well* and *not at all well* to the question that asked how well Council management explain why plans change. This question (no. 5 in the survey) was also the only question that elicited a 100% response.

In a survey which has an inherently positive bias the negative result suggests that actions that improve how well Council management explain why plans change are likely to have a very positive impact upon employee productivity and retention.

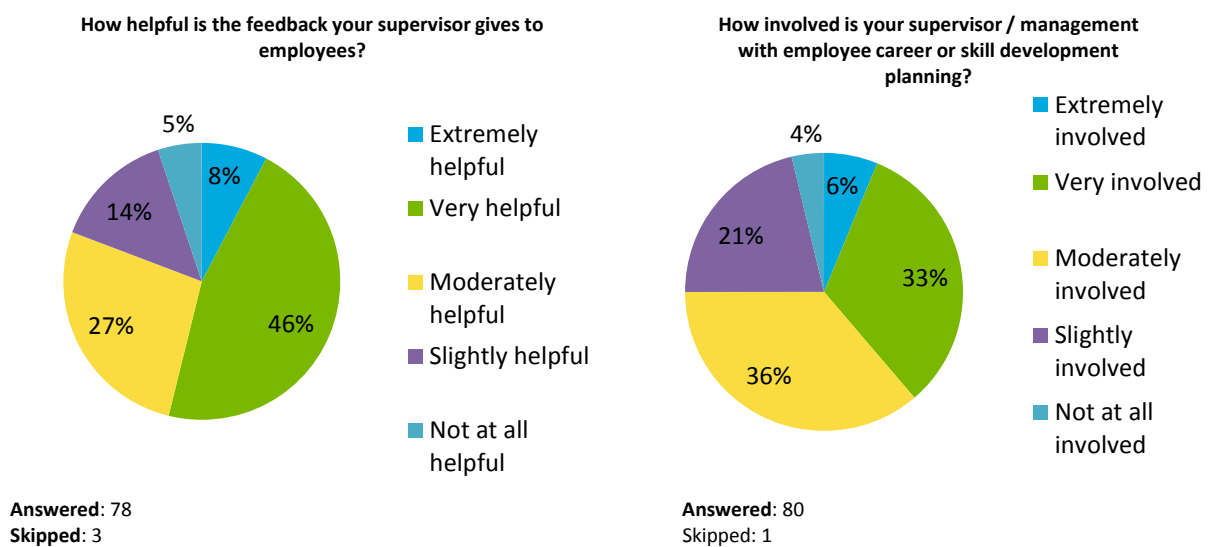
## Skill

Employers are more likely to attract and retain staff if opportunities can be provided for staff to use:

- Current Skills
- Upgrade and further develop their skills, knowledge and experience

A skilled workforce is more productive and is also more likely to innovate, share their knowledge and experience.

Survey results provide an insight into the value placed by Council employees upon supervisor / manager and employee feedback, career and skill development, and the effectiveness of current training.



Survey results suggest that 51% of the Shire's workforce feel that the feedback their supervisor gives them is extremely or very helpful with a further 27% suggesting that supervisor feedback is moderately helpful. The perceived involvement of supervisors and management in employee skill development or career planning is not as strong with 39% of staff responding that their supervisor / management was extremely to very involved in their career / skill development.

As with the survey results that supported the retention of Council's workforce, actions that increase the involvement of supervisors and management in employee career development and skill development will increase the productivity of Council's workforce and enhance its capacity to promote itself as a local government employer of choice.

Survey responses to questions about how well Council used employees' skills and the effectiveness of training suggest that this Workforce Development Plan should include actions that investigate how Council can improve effectiveness of its current use of employees' skills.



- **Balancing the mobility of skilled and motivated staff with perceptions of or real organisational inertia.** This is an industry-wide issue for local government and is a multi-dimensional and complex issue made all the more problematic by different workplace expectations (Gen Y, Gen X and Baby Boomers), the impact of technology in particular social media, changing community expectation, costs associated with infrastructure maintenance/development, government policy and practice, competition for the recruitment and retention of staff.
- **Attraction and retention of personnel.** While the Council does not have the same level of difficulty experienced by Shires to its west, it has experienced difficulty attracting and retaining professional and technical skilled staff. Due, in part, to sector shortages, the competitiveness of Council's salary package, the Shire's remoteness, comparative lack of facilities and opportunities for local career development and progression. Potential applicants and former employees have also reported that employment prospects for partners, is also a factor.
- **An ageing workforce** – In common with other organisations characterised by an ageing workforce there are also a number of issues related to corporate knowledge, succession planning, occupational health and safety, and transition to retirement that require consideration and planning. Depending on the physical requirements of the position and the skill set required some positions are generic and amenable to job re-design with no impact upon service delivery. On the other hand there are also positions where there is limited scope or capacity within Council for other staff to undertake tasks / or alternative tasks and or to acquire the necessary skills and experience associated with the role.
- **Employment of young people** – Council has, in general, accepted the notion that in order to attract and retain young people that opportunities should be provided by way of scholarships and traineeships. Increasingly, there is a conflict between the Council's legal obligation to appoint on merit and its operational obligation to manage its workforce in the most efficient manner possible.
- **Changing nature of work and impact of regulation** – Regulation and the changing nature of work is placing increased demands upon the technical knowledge, analytic, and literacy skills of Council employees in a wide range of positions. Moreover, this is particularly evident in roles where these skills were previously either not needed or a priority e.g: Water Supply and Distribution staff.
- **Section 355 Committee management of Council facilities and community assets** – Section 355 Committee's within their delegation manage or control the day to day operations of Council / community assets with a replacement value of \$24 million. Regulation and the changing nature of volunteering is placing increased demands upon Council arrangements for the management of these assets and volunteer involvement in Section 355 Committees.



These issues are now being addressed through the implementation of the Shire's *Volunteer Strategy and Action Plan 2012 – 2016*.

- **Staff survey results** – staff survey results provide an insight into workforce development issues related to staff training, attraction and retention that in the direct control of Council and its executive management team. Key survey results include:
  - 76% of staff identified that Council management is able to get a *moderate to great deal* of support from the community
  - 61% of staff reported that it is *extremely easy* or *very easy* to balance their work life and personal life while working at Council
  - 20% of staff identified that the effectiveness of Council's use of employee skills was *slightly effective* or *not at all effective*
  - 51% of the Shire's workforce feel that the feedback their supervisor gives them is *extremely* or *very helpful*
  - 59% of Council employees responded *slightly well* and *not at all well* to the question that asked how well Council management explain why plans change

The Shire's Executive Management Team are responsible for identifying the resources (human, financial and technical) required to implement the following Workforce Development Action Plan.

Council managers and supervisors remain responsible for coordinating the Plan's implementation in the areas of their expertise and for monitoring and ensuring that training developed in response to legislative and technological change is relevant and effective.

The Workforce Development Action Plan includes actions where the issues identified are:

1. In the direct control of Council; or
2. Issues that Council as an employer does not control but can influence.

Issues that impact upon the Shire's workforce development but which Council during the life of this plan cannot control nor is likely to influence effectively are identified for subsequent review and consideration by the Executive Management Team as part of the ongoing monitoring and review of this plan.

## Workforce Development Action Plan-Attract and Recruit

<b>Berrigan Shire 2023 Strategic Outcome</b>	2.0	<b>Good Government</b>
<b>Berrigan Shire 2023 Objective</b>	2.2	Council operations support ethical, transparent and accountable corporate governance
<b>Delivery Program Objective</b>	2.2.2.5	Manage human resource and work-force development activities through the implementation of the Berrigan Shire's Workforce Development Plan 2013 - 2017
<b>Workforce Development Outcome</b>		<b>Attract and Recruit</b>
<b>Workforce Development Objective</b>	2.2.2.5.1	Identify, attract and employ an appropriately qualified and flexible workforce.

<b>What is the issue?</b>	<b>Operational Plan Reference No.</b>	<b>What will we do about it?</b>	<b>What will be the result?</b>	<b>How will we measure it?</b>	<b>Who will coordinate it?</b>	13/14	14/15	15/16	16/17
A decline in the Shire's working population.	2.2.2.5.1.1	In partnership with our communities market and promote the lifestyle and liveability of our communities to attract local government and other professionals with families	Increased awareness of services and facilities by new residents / employees and prospective employees	Community Survey Results 2016  Staff survey 2016	DCS	✓	✓	✓	✓
Employment of young people	2.2.2.5.1.2	Continue Council support of <ul style="list-style-type: none"> <li>CSU Accommodation Scholarship</li> <li>Traineeships</li> </ul>	Young people will have the opportunity of remaining close to home while studying	Report in Annual Report	DCS	✓	✓	✓	✓
	2.2.2.5.1.3	Investigate opportunities for partnerships with TAFE and school based traineeships	Increase in the local 'pool' of young people with vocational qualifications	Report in Annual Report	DCS	✓	✓		

What is the issue?	Operational Plan Reference No.	What will we do about it?	What will be the result?	How will we measure it?	Who will coordinate it?	13/14	14/15	15/16	16/17
Location and competitiveness	2.2.2.5.1.4	Actively promote to current and prospective employees the career development, packaging and work/life benefits provided by Council employment	Increase in the % of Council employees reporting <i>extremely satisfied</i> with work/life balance	Baseline Measure Staff Survey 2012  Staff Survey 2014 And 2016  Report results in Annual Report 2014 and 2016	DCS DTS	✓	✓	✓	✓
	2.2.2.5.1.5	Actively use skilled migration programs and sponsor Section 457 visa holders for vacant professional / technical services positions	Council operations are delivered in a timely and efficient manner	No of positions filled No. of positions vacant for more than 12 months	DTS	✓	✓	✓	✓

## Workforce Development Action Plan - Retention

<b>Berrigan Shire 2023 Strategic Outcome</b>	2.0	<b>Good Government</b>
<b>Berrigan Shire 2023 Objective</b>	2.2	Council operations support ethical, transparent and accountable corporate governance
<b>Delivery Program Objective</b>	2.2.2.5	Manage human resource and work-force development activities through the implementation of the Berrigan Shire's Workforce Development Plan 2013 - 2017
<b>Workforce Development Outcome</b>		<b>Retention</b>
<b>Workforce Development Objective</b>	2.2.2.5.2	Increase the engagement and retention of Council's professional and technically skilled workforce.

What is the issue?	Operational Plan Reference No.	What will we do about it?	What will be the result?	How will we measure it?	Who will coordinate it?	13/14	14/15	15/16	16/17
Balancing the mobility of skilled and motivated staff with perceptions of or real organisational inertia.	2.2.2.5.2.1	Offer career development opportunities through Performance Management System	Increase in the % of Council staff reporting that their supervisor/management are <i>extremely involved</i> with employee career or skill development planning	Baseline Measure Staff Survey 2012  Staff Survey 2014 And 2016  Report results in Annual Report 2014 and 2016	GM DTS DCS	✓	✓	✓	✓
	2.2.2.5.2.2	Promotion and backfill of vacant positions by appropriate internal applicants	Increase in the % of Council staff reporting that Council's use of employee skills is <i>extremely effective</i>	Baseline Measure Staff Survey 2012  Staff Survey 2014 And 2016  Report results in Annual Report 2014 and 2016	GM DTS DCS	✓	✓	✓	✓
Succession Planning	2.2.2.5.2.3	Directors and managers to identify and develop succession plans through performance management system		Report results in Annual Report 2014 and 2016	DTS DCS Managers	✓	✓	✓	✓

What is the issue?	Operational Plan Reference No.	What will we do about it?	What will be the result?	How will we measure it?	Who will coordinate it?	13/14	14/15	15/16	16/17
How well Council Management communicate and explain why plans change	2.2.2.5.2.4	Include quarterly briefings on Council's Delivery Program / Operational Management Plan as Standing Agenda items Staff Team Meetings and Tool boxes	A reduction in the % of staff responding <i>slightly well and not at all well</i> to the staff survey on 'How well Council management explain why plans change'	Baseline Measure Staff Survey 2012  Staff Survey 2014 And 2016  Report results in Annual Report 2014 and 2016	DCS  Technical Services Managers & Supervisors	✓		✓	

## Workforce Development Action Plan – Training and Skills

<b>Berrigan Shire 2023 Strategic Outcome</b>	2.0	<b>Good Government</b>
<b>Berrigan Shire 2023 Objective</b>	2.2	Council operations support ethical, transparent and accountable corporate governance
<b>Delivery Program Objective</b>	2.2.2.5	Manage human resource and work-force development activities through the implementation of the Berrigan Shire's Workforce Development Plan 2013 - 2017
<b>Workforce Development Outcome</b>		<b>Training and Skills</b>
<b>Workforce Development Objective</b>	2.2.2.5.3	Strengthen workplace training and skills

<b>What is the issue?</b>	<b>Operational Plan Reference No.</b>	<b>What will we do about it?</b>	<b>What will be the result?</b>	<b>How will we measure it?</b>	<b>Who will coordinate it?</b>	12/13	13/14	14/15	15/16
Changing nature of work and impact of regulation	2.2.2.5.3.1	Provide access to training related to regulatory and statutory compliance	Professionally competent and skilled workforce	Gap analysis Training Plans Training Provided Report of training activities Annual Report	DTS DCS Managers	✓	✓	✓	✓
	2.2.2.5.3.2	Identify, as part of training plans, skills gaps and provide competency based AQF accredited training				✓	✓	✓	✓
Ageing Workforce	2.2.2.5.3.3	Identify through integrated management system job re-design opportunities responsive to needs of an ageing workforce	Competent and skilled older workforce	Gap analysis Job Re-design Annual Report 2015	DTS			✓	
Section 355 Committee management of Council facilities and community assets	2.2.2.5.3.4	Develop and consider the recommendations of Berrigan Shire Volunteer Strategy	Sustainable Section 355 Committee management of the Shire's facilities and community assets	Strategy completed and recommendations considered by Council	DCS	✓			

## Appendix

## Staff Survey

1. How much support for the Council is management able to get from the community?

- A great deal
- A lot
- A moderate amount
- A little
- None at all

Other Comment

2. How clearly does management explain Council's management and capital works plans?

- Extremely clearly
- Very clearly
- Moderately clearly
- Slightly clearly
- Not at all clearly

Other Comment

3. How involved is your supervisor/management with employee career or skill development planning?

- Extremely involved
- Very involved
- Moderately involved
- Slightly involved
- Not at all involved

Other Comment

4. How relevant is the information Council management uses when making decisions?

- Extremely relevant
- Very relevant
- Moderately relevant
- Slightly relevant
- Not at all relevant

Other Comment

5. How well does Council management explain why plans change?

- Extremely well
- Very well
- Moderately well
- Slightly well
- Not at all well

Other Comment



6. How effectively does Council use employees' skills?

- Extremely effectively
- Very effectively
- Moderately effectively
- Slightly effectively
- Not at all effectively

7. What does management need to do to improve their overall effectiveness?

8. How effective is the training you receive from your employment?

- Extremely effective
- Very effective
- Moderately effective
- Slightly effective
- Not at all effective

Other Comment

9. How helpful is the feedback your supervisor gives to employees?

- Extremely helpful
- Very helpful
- Moderately helpful
- Slightly helpful
- Not at all helpful

Other Comment

10. How easy is it to balance your work life and personal life while working at the Council?

- Extremely easy
- Very easy
- Moderately easy
- Slightly easy
- Not at all easy

Other Comment