



## Council Strategy

# Human Resources

## Executive Summary

The Shire of Jerramungup Strategic Plan 2009-2014 identified that there was a need for a number of formal Human Resource planning actions within the organisation. This Human Resources Strategy seeks to provide a framework for the application of HR practices at the Shire ultimately reinforcing the high value of staff within the organisation.

With employee costs accounting for a significant portion of operational expenditure each year and a vital component of service delivery to customers it is essential to ensure that human resources are managed effectively and in a structured format.

There are a number of key focus areas for this Human Resources Strategy including:

- Recruitment
- Retention and Recognition
- Training and Development
- Performance Management
- Providing a Safe and Healthy Workplace
- Service Continuation

The importance of having an effective HR Plan is closely linked to ensuring that the Shire of Jerramungup will continue to be a sustainable Council into the future and to provide the community with a continuation of service throughout the challenges it faces.

It is recommended that Council adopt the Human Resources Strategy as a means of ensuring the service delivery process is supported by appropriately skilled, qualified and enthusiastic staff members.

## Strategic Context

The Shire of Jerramungup Strategic Plan 2009-2014 was adopted by Council in February 2009 and has provided administration with direction to develop a number of core policies and procedures in relation to Human Resources. The following extracts from the Strategic Plan refer to Human Resources and are addressed by this Human Resources plan.

### Vision

*“The Shire of Jerramungup will provide leadership to maintain our identity by promoting social and economic development whilst embracing our unique natural environment.”*

### Workforce Mission

*“A united workforce dedicated to providing quality services to our Community”.*

## Workforce Values

*Treat each other with respect  
Act honestly and with integrity at all times  
Be accountable for our own actions  
Use our initiative*

### Shire of Jerramungup Strategic Plan - Key Focus Area 2.3

*Ensure that the service delivery process is supported by appropriately skilled, qualified and enthusiastic staff members.*

### Strategic Human Resources Projects from the Strategic Plan

- 1) Develop a staff attraction and retention strategy/policy
- 2) Completion of Organisational review with regard to operational efficiency / skill gap analysis
- 3) Implementation of staff satisfaction surveys
- 4) Ensure all staff have accurate position descriptions
- 5) Develop formal performance review processes
- 6) Develop formal induction processes
- 7) Develop formal departure processes
- 8) Service continuation planning

## Strategic Human Resource Focus Areas

### Recruitment

1. Recruiting new staff has a large bearing on the long term direction and operation of the organisation. It is essential for the Shire to recruit people who are not only competent at the duties assigned to a particular position but they also must fit with the organisational culture and values of the workforce. The Shire of Jerramungup has taken an ad-hoc approach to recruitment of some positions in the past. This has resulted in poor recruitment pools, unsuitable applicants and prolonged vacancies. An effective recruitment process will ultimately provide the Shire with continuing improvement and a high standard of service to the community.

### Retention and Recognition

2. Retention and recognition of staff is vital in ensuring that the Shire is competitive in the labour market which will ultimately lead to a more stable workforce and a low turnover rate. Organisations that have high turnover or low employee satisfaction will experience loss of corporate knowledge, poor service continuation and decreasing productivity and efficiency which effect the customers and community. The Shire of

Jerramungup has experienced turnover of up to 44% over the past 5 years and addressing retention and recognition issues will seek to deliver lower turnover rates within the organisation.

### **Training and Development**

3. Skilled and qualified staff are required to effectively implement Council decisions, policy and carry out the day to day operations of a local government. Training and development is critical to ensuring that staff are equipped with the necessary skills to deliver their duties effectively. With a developing workforce, a number of trainee positions in place and a number of skill gaps identified there are significant gains foreseeable for the organisation if sufficient resources are invested in employee development.

### **Performance Management**

4. Performance management is the means by which employees of the Shire are reviewed on the carrying out of their duties. Historically the Shire has not completed performance appraisal and management processes. This has resulted in a directionless workforce that are unaware of the overall organisation goals and objectives. With employees being responsible for the delivery of outcomes to the community - individual and team performances will dictate the overall perception of the effectiveness of the Shire of Jerramungup. The implementation of appropriate performance management systems and tools will develop an environment of continuous improvement and consequently better service delivery to the community.

### **Providing a Safe and Healthy Workplace**

5. Providing a safe and healthy workplace for employees is not only a legislative requirement but it is also essential in delivering workforce satisfaction. With the ever increasing requirements under Occupational Health and Safety legislation the Shire will need to address a number of areas in order to demonstrate legislative compliance. Human resources are directly affected by the Shire's performance of safety and health obligations so it is essential at both a strategic and business level to improve systems and processes in the short term.

### **Service Continuation**

6. On review of the Shire's employee turnover history a major weakness is the organisation's ability to deal with the impacts of losing key staff. With a relatively small, aging workforce of approximately 25 full time equivalent staff the loss of corporate knowledge and breakdown of systems and processes has been an efficiency and compliance issue when key staff leave. Deficient service continuation practices will result in significant service interruptions to the community when key personnel are lost from the Shire of Jerramungup.

## Key Action Plan

### Recruitment

<b>1. Develop a recruitment procedure and supporting documentation to provide a structured and consistent process for employing new staff.</b>	
Timeframe	December 2009
Resources	Officer time
Officer	Chief Executive Officer / Deputy Chief Executive Officer
References	Shire of Jerramungup Strategic Plan 2009-2014

### Retention and Recognition

<b>2. Ensure that the Shire offers competitive salary and employee benefits and reviews these against comparative size local governments annually.</b>	
Timeframe	Ongoing
Resources	Salaries and Wages budgets required
Officer	Deputy Chief Executive Officer
References	WALGA Remuneration Review, National Remuneration Survey of Local Government, Employment Packages of other Councils.

<b>3. Ensure that the Shire offers competitive and flexible retention incentives to employees.</b>	
Timeframe	Ongoing
Resources	Salaries and Wages budgets, training and professional development budgets.
Officer	Executive Management Team
References	WALGA Remuneration Review, Liaise with other Council's

<b>4. Review staff turnover rates on an annual basis to detect any adverse trends</b>	
Timeframe	January 2010
Resources	Officer time
Officer	Deputy Chief Executive Officer, Payroll Clerk
References	Payroll records, Employee departure interviews

### Training and Development

<b>5. Ensure that annual training budgets are sufficient for the ongoing professional development and improvement of the workforce.</b>	
Timeframe	July 2010
Resources	Training and Professional development budgets, employee time
Officer	Deputy Chief Executive Officer
References	Employee performance reviews, training requests, TAFE, IT Vision, AIM and other training providers.

<b>6. Ensure that annual training requirements are identified in the performance review process and carried out to close skill gaps.</b>	

Adoption Date: 18 August 2009  
 Adoption Reference:  
 Review Date: 18 August 2010  
 Maintained By: Brent Bailey  
 Document Reference: Human Resources Strategy

8 Vasey Street Jerramungup WA 6337  
 PO Box 92, Jerramungup WA 6337  
 Tel: (+61 8) 9835 1022  
 Fax: (+61 8) 9835 1161

Timeframe	April 2010
Resources	Officer time, annual training and professional development budgets.
Officer	Executive Management Team
References	Performance Reviews, training providers.

<b>7. Provide a range of targeted onsite, offsite, remote and academic training for staff members to bridge skill gaps.</b>	
Timeframe	Ongoing
Resources	Officer time, annual training and professional development budgets.
Officer	Deputy Chief Executive Officer, Operations Administration Officer
References	Performance Reviews, training providers.

## Performance Management

<b>8. To implement a performance management process and ensure that all permanent staff complete reviews annually.</b>	
Timeframe	April – Annually, additional reviews as required
Resources	Officer time, external facilitator required for CEO Review
Officer	Executive Management Team
References	Performance review template and procedures. Local Government Act S.5.38

<b>9. Develop a culture which values the performance review process and rewards employees who perform at a high level.</b>	
Timeframe	April 2011
Resources	Officer time, staff workshop budgets, salaries and wages budgets
Officer	Chief Executive Officer
References	Performance review template and procedures, staff satisfaction / climate surveys.

## Providing and Safe and Healthy Workplace

<b>10. Continue the development and implementation of a workplace safety and health committee which will review and improve workplace safety issues.</b>	
Timeframe	March 2010
Resources	Officer time – approximately 1 day per week initially, safety committee budgets.
Officer	Deputy Chief Executive Officer, Safety Committee
References	Safety and Health Legislation, LGIS, Regional Risk Coordinator, Safety Committee, Worksafe, Policy Manuals

<b>11. Review and communicate policies and procedures relating to safety and health to all employees</b>	
Timeframe	March 2010
Resources	Officer time, Corporate documents register
Officer	Deputy Chief Executive Officer, Safety Committee
References	Safety and Health Legislation, LGIS, Regional Risk Coordinator, Safety Committee, Worksafe, Policy Manuals

<b>12. Provide training to key staff involved in the management of Occupational Health and Safety</b>	
Timeframe	June 2010
Resources	Officer time, Training budgets
Officer	Deputy Chief Executive Officer
References	Training providers

<b>13. Maintain and update a workplace risk register and implement programs to reduce or manage risks</b>	
Timeframe	June 2010
Resources	Officer time
Officer	Depot Administration Officer, Deputy Chief Executive Officer, Safety Committee
References	Workplace Risk Register, Regional Risk Coordinator

## Service Continuation

<b>14. Promote the employment of local individuals to fill vacancies within the organisation.</b>	
Timeframe	Ongoing
Resources	Salaries and Wages budgets, training and development budgets.
Officer	Executive Management Team
References	Local applicants and employees.

<b>15. Provide two trainee positions within the workforce to develop skills from the local community.</b>	
Timeframe	Ongoing
Resources	Wages and Salaries budgets, Training and development budgets, funding available through State and Federal Government Departments.
Officer	Executive Manager of Infrastructure Services, Deputy Chief Executive Officer
References	Local Employment Agencies, Chamber of Commerce and Industry,

<b>16. Provide opportunities for work experience to local youths during vacation breaks.</b>	
Timeframe	December 2010
Resources	Officer time, Salaries and Wages Budgets
Officer	Deputy Chief Executive Officer
References	Supervising staff

<b>17. Creation, maintenance and review of procedure manuals which cover duties required by position descriptions.</b>	
Timeframe	June 2010
Resources	Officer time
Officer	Executive Secretary, Executive Management Team
References	Current position descriptions

<b>18. Ongoing review and implementation of workplace policies to ensure a consistent decision making process is followed.</b>	
Timeframe	June 2010
Resources	Officer time, Workforce consultation and workshops
Officer	Executive Management Team
References	Current workplace policies – written and unwritten

<b>19. Development of an online corporate documents register to capture and maintain 'live' documents which are accessible organisation wide.</b>	
Timeframe	December 2009
Resources	Officer time, Online Corporate Documents Register, Council Intranet
Officer	Executive Management Team, Executive Secretary
References	Current policies, delegations, budgets reports and other key documents.

<b>20. Creation of staff departure procedures which will seek to capture important corporate knowledge prior to an employee leaving the organisation.</b>	
Timeframe	June 2010
Resources	Officer time, Departure Interview Template
Officer	Executive Secretary
References	Outgoing employees, Departure interview templates and procedures.

<b>21. Implement a staff rotation and multi-skilling program.</b>	
Timeframe	June 2010
Resources	Officer time, Training and development budgets.
Officer	Executive Management Team
References	Position descriptions and incumbent staff

<b>22. Implement a documented set of practices identifying key duties and a means of providing core services during employee vacancies or absence.</b>	
Timeframe	June 2010
Resources	Officer time, Staff workshops,
Officer	Executive Management Team, Incumbent staff, Executive Secretary.
References	Incumbent staff, position descriptions, relevant legislation, annual calendar of events and due dates.



## **Project Completion and Evaluation**

### **Recruitment**

1. When measuring the success of recruitment for the Shire of Jerramungup a number of performance indicators will be used:
  - a. Development and implementation of a recruitment strategy.
  - b. Successful employment of new staff members who are compatible with the objectives and values of the Shire of Jerramungup Strategic Plan. Successful employment will be defined by positive performance evaluations of new employees.
  - c. Another performance indicator will be the completion of strategic plan projects by new staff.

### **Retention and Recognition**

2. Improvements in retention of staff will be measured with the following tools:
  - a. Analysis of annual staff turnover numbers, indexed against industry and other local governments.
  - b. Analysis of employee duration with organisation and in specific positions.
  - c. A reduction in annual recruiting costs.
3. Recognition and reward structures will be monitored using industry standards and benchmarked against other similar sized local governments.
  - a. Tools available for this include the WALGA Local Government Remuneration Review and employee vacancy packages from other Councils.
  - b. Success in this area will be ensuring that the Shire of Jerramungup offers competitive remuneration packages linked to exceptional performance from employees.

### **Training and Development**

4. Effective training and development implementation will be evident through the following outcomes:
  - a. Annual completion of training programs budgeted and identified during the performance review process.
  - b. Employees demonstrating additional skills through certificates, competency certification and accreditation from training providers.
  - c. Improved productivity and accuracy in the carrying out of employee duties.
  - d. Advancement of trainees and new staff into higher level roles.

### **Performance Management**

5. A successfully implemented performance management program will deliver the following outcomes for the Shire of Jerramungup:
  - a. All permanent staff have a completed annual performance review.
  - b. All staff are provided with a number of key performance indicators or workplace targets for the coming year.

- c. All performance reviews are documented and reviewed prior to each new review to evaluate improvements in the employees performance.

### **Providing a Safe and Healthy Workplace**

6. In delivering a safer and healthy workplace for employee the following performance measures will be in place.
  - a. Substantial improvements in the workplace risk score provided by the LGIS Regional Risk Coordinator.
  - b. No increases in the number of workers compensation claims each year.
  - c. The timely completion of projects identified on the workplace risk register.
  - d. Improved employee health through programs targeted at fitness, lifestyle and physical health.
  - e. A comprehensive safety manual made available to all employees which is reviewed on a regular basis.

### **Service Continuation**

7. As a means of providing a consistent high standard of service to the community the following items will be monitored to assess service continuation success.
  - a. Implementation of processes aimed at employing local applicants for new positions.
  - b. Provision of traineeships and work experience to up-skill local talent.
  - c. Creation and implementation of a departure process capturing corporate knowledge before it leaves the organisation.
  - d. Timely completion of customer requests and delivery of core local government duties during employee vacancies or absence.
  - e. Annual community satisfaction surveys will be sent out to evaluate community satisfaction with Shire delivered services.
  - f. Implementation and review of procedure manuals for employee duties.
  - g. Implementation and review of corporate documents register to ensure current information is easily available to employees.

### **Review**

8. To be reviewed by the Executive Management Team in August 2010

### **Associated Documents**

- Background Information - Human Resource Strategy