

# Rockdale City Council Human Resources Strategy & Workforce Management Plan 2011 - 2015.



## **Message from the General Manager**

The primary focus of the Human Resources Strategy and Workforce Management Plan is to ensure that Council achieves its vision and goals through its most valuable resource, our people. For through their knowledge, skills, motivation and ongoing development Council will be able to meet its goals and the challenges that it will face over the period of the plan and beyond.

The plan highlights Council's priorities for the coming four years, they being the strengthening Council's leadership capability and management skills, work/life balance initiatives, youth and aged employment, attraction and retention, customer service, occupational health & safety, equity and diversity which are all focusing on our ultimate goal of achieving a 'great place to work' and maintaining an 'employer of choice' status.

The Human Resources and Workforce Management Plan addresses these priorities and other issues that we foresee on the horizon as effecting Council in the longer term to deliver its services, such as an ageing workforce and the national occupational skills shortage.

Our vision is to create a workplace that will attract, retain, and develop a highly skilled, motivated, and engaged workforce that strives to continuously improve the quality of our services to our customers, a workplace that respects and meets the needs of our staff, and supports our corporate goals.

**Chris Watson**  
**General Manager**

## **Introduction:**

The 2011 to 2015 Human Resources Strategy and Workforce Management Plan builds on previous Human Resource Strategies that have positioned Council well in creating a desirable workplace.

With the changing make up of the Australian workforce over the next 10 to 20 years due to the retiring Baby Boomer generation, the significantly smaller workforce following the Baby Boomer's retirement from the workforce and the occupational national skill shortages, organisations more than at any other time in Australian history require a strategic approach to ensure that they have the ability to attract the right people, with the right skills, to the right positions and retain them for as long as they can to meet the organisations strategic directions and objectives, in what will be a very competitive supply driven labour market.

## **Labour Market Considerations**

In order to accommodate the many changes to the labour market and more importantly skill shortages in key areas, there are a number of strategies that must be further explored and implemented into the Rockdale City Council workforce.

These strategies include but are not limited to: the need for salaries and wages to remain competitive, greater use and consideration of flexible work practices and work / life balance, succession planning for key positions, increased focus on Council's Graduate Program and Apprenticeships as a recruitment strategy, maximising job satisfaction and opportunities for skills development and the creation of a positive work environment and culture based on innovation, continuous improvement and engagement.

In addition, Council will also consider the creation of leadership strategies to "grow and manage" talent in Council. This includes taking advantage of and securing our corporate knowledge and creating a sustainable and recognisable corporate brand which promotes Council within the local business communities, as an Employer of Choice.

The success of any recruitment strategy depends upon the image in which the Council is viewed, in the local and wider business communities and therefore image branding is critical to our longer term success.

One key method Council has pursued in the past, has been through partnerships with industry and educational facilities e.g. Universities, TAFE etc. Graduate recruitment (student positions) must also increase or at the very least positions be maintained in order to boost the pool of applicants in the middle level of the organisation. Graduates create the talent pool that is hard to attract on the open market and as they become indoctrinated into the 'Rockdale way' become a key source of talent.

Council must also take advantage of applicant sources such as work experience and placement programs and other such services.

In order to compete for talent in the open market and retain a sufficient level of skill at senior levels of the organisation, Council must ensure it has sufficient “bench strength” available to replace key people in middle and senior management and specialist positions. This “grow and manage” approach to leadership and talent management must include secondments, traineeships, graduate development opportunities and a more flexible approach to resource management through the use of project teams and taskforces. One successful way of approaching succession management is to integrate this into all other HR processes. Council must identify high potential employees, identify potential departures, plan and implement opportunities for high potential employees, hold regular reviews and give feedback to staff and finally evaluate succession management systems.

In addition to creating succession plans Council must continue to address the issues of knowledge management. It is imperative to effectively capture corporate knowledge and address the high risk imposed to possible loss of corporate memory through loss of employees. This is particularly evident (and critical) when organisations have a significant number of people close to retirement age. Some ways of minimising this risk is to adopt phased retirement with a focus on skills and knowledge transfer, mentoring, coaching and engagement of people post retirement. Rotation and movement within the organisation will ensure greater flexibility and breadth of knowledge and skills.

Another strategy that must be further explored in order to retain staff is the extension of Council's flexible work arrangements. Some of the options that can be considered include greater access to part time or casual work, flexible work hours (i.e. start / finish times), working from home, paid maternity leave and carers' leave, flexi time, flexible pay and benefits, suitable arrangements for older workers, retrain mature age workers – job rotation and phased retirement.

Council does support many flexible work practices however their availability must be further communicated to staff and supported by management.

Council must also consider these in order to address and manage the current workforce challenges. These being, demographic change, aging population, shrinking workforce pool, the increasing competition for employees across a range of areas and skills shortages in a number of occupations – trades, planning, engineers, and environmental health, increased employee expectations for flexible work arrangements and other benefits and in relation to our local community, their changes with respect to their demand for particular services.

## Rockdale 2011 +

As can be seen from the abovementioned, the key focus of the Human Resource Strategy and Workforce Management Plan is to deliver sustainable services to the Rockdale City Council communities. Council through its community engagement processes has developed a Community Services Plan that has assisted Council in developing its strategic directions to meet our community's expectations in regard to the type of services to be provided and the level of services expected.

It is therefore important to be aware of the composition of our staff as at 1 July 2010 to determine where Council's short, medium and long term strategies should be focused on to ensure service delivery is maintained, changed or new services introduced, and to determine if the right skills exist within the workforce to deliver current and future services.

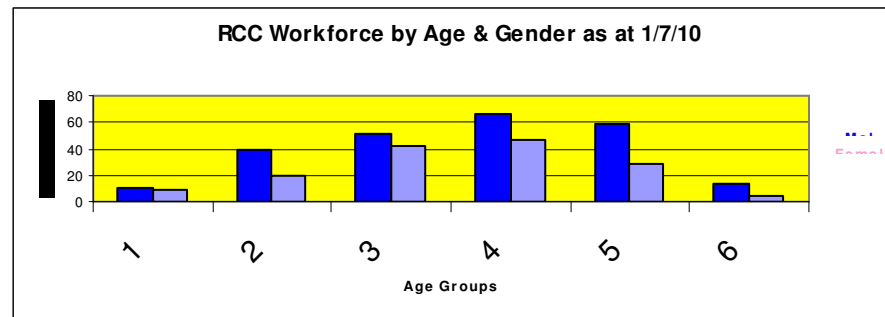
## Rockdale City Council – Staff Profile 2010

As at 1 July 2010 Rockdale City Council had a staff head count of 393, which equates to a full time equivalent (FTE) staff number of 372.

### Staff Profile by Age

Council's staff numbers by age and gender as of 1 July 2010 as represented in the graph below depicts an 'ageing workforce' with 211 staff members of 45 years of age or older. This equates to 54% of Council's current staff numbers that will be of retirement age within 15 to 20 years

Age groups	Male	Female	Age Group Totals
15-24 (1)	10	9	19
25-34 (2)	40	20	60
35-44 (3)	52	43	88
45-54 (4)	66	47	105
55-64 (5)	59	28	87
65+ (6)	14	5	19
<b>Gender Totals</b>	<b>241</b>	<b>152</b>	<b>393</b>



### **Current and Future Workforce 'Catchment' Area**

As at 1 July 2010, out of Council's 393 strong workforce, 335 or 85% reside within 20 kilometres of Rockdale City Council's workplaces, 177 or 45% reside within the St. George Region, and 93 or 24% reside within the Sutherland Shire region.

This information is particularly important for recruitment purposes. Knowing where your potential future workforce resides and their patterns of travel to work provides intelligence as to where to focus future recruitment activity. From these statistics, it would appear that local based recruitment advertising in the St George and Sutherland Shire regions for the majority of Council's positions would be productive and cost effective.

### **Staff Turnover**

During the 12 month period prior to 1 July 2010 Council had a total of 8 separations, which does not include staff who have separated from Council due to contract conclusion, retirement or termination reasons, which equates to a staff turnover rate of 2%.

The 2008/09 turnover rate was equally low (3%) and is a continuation of the trend Council is experiencing in a reduction in separations and a stable workforce. The 2010 and 2008 Staff Survey's suggest that this low staff turnover rate is due to the impact of previous human resources strategy focuses on work/life balance, equity, safety and leadership development taking effect as well as the impact the global financial crisis has had on the local employment markets.

### **Current Workforce Issues to be addressed**

From the current workforce statistics and data presented in this plan, Council will need to have strategies in place to meet the challenges of;

- an ageing workforce that will see 54% of its workforce reaching retirement age over the next 15 to 20 years, and deal with
- a significant number, 57, of Council's current Trades and Semi / Unskilled skilled outdoor staff will be potentially retiring within the next 15 years, and that

## **Human Resource Strategies**

Council's focus on 'employer of choice' qualities and practices should see a continuation of lower staff turnover rates over the coming years.

Recent staff surveys have indicated overwhelmingly that its strategies in relation to work/life balance, safety, equity and leadership have improved the quality of working life at Rockdale City Council.

The need to differentiate the organisation from its workforce competitors has been planned and implemented through the past two Human Resources Strategic Plans, with state, national and international recognition being received for Council's Continuous Improvement, Work/ Life Balance, Customer Service, Quality, OH&S, Risk and Environmental management systems initiatives.

Council's focus has also been directed at developing the tiers of leadership throughout the organisation and creating and establishing a workplace free from harassment, bullying and discriminative behaviours. These focuses have delivered strong workplace cultures of safety, equity and continuous improvement.

A continuation of Council's 'youth employment' focus to address its ageing workforce should be given primary consideration over the next 5 to 10 years to prepare for the skills and workforce gaps that will impact on all employers with the retirement of the 'baby boomer' generation. Greater emphasis on replacing separating employees with Graduates, Trainees and Apprentices will ensure the sustainability of Council's services in addressing the ageing workforce and trade skill shortage over the next 10 to 20 years.

Similarly, Council's flexible work strategies focused at retaining older workers approaching or past their retirement age on either a full time, part time or casual basis, in critical positions, should be continued.

Succession planning strategies for critical positions should be developed by the appropriate supervisors recognising talented staff with potential to make the progression as a strategic business priority.

As the potential workforce is anticipated to shrink with the retirement of the "Baby Boomer" generation over the next 5 to 10 years, Council will be looking to target segments of the workforce that have been traditionally been 'under-engaged', such as women, and Council will be looking to increase the participation of women in its workforce, particularly at management level. Women currently make up 39% of Council's workforce.

## **Our Future Workforce**

Whilst Rockdale City Council's workforce looks to be in a good position to be able to meet its workforce needs for the short and medium term at the moment, Council will need to maintain its focus on improving its employment related policies and conditions to meet the challenging internal and external workforce market issues of the future to ensure that it can continue to attract and retain a workforce that can deliver the array of services that is expected by its stakeholders.

The key workplace and employment conditions that will need to be continually reviewed will be to;

- maintain competitive wages and salaries,
- maintain attractive work/life balance initiatives that will appeal to women and the different age workforce segments,
- deliver learning and development opportunities that provides skills based and career focused progression and learning,
- maintain a workplace environment that is free of discriminatory behaviour and practices, where staff are treated with respect, fairness and understanding,
- maintain a safe workplace environment through best practice safe systems of work.

In planning our future workforce needs Council will build on previous strategies to develop the blue print for Council's human resource initiatives for the four year period from July 2011 to June 2015. The Human Resources Strategy & Workforce Management Plan builds on Council initiatives already formulated and sets the agenda for organisational change based on continuous improvement. The Council policies, plans and initiatives that the Integrated Human Resources Strategy & Workforce Management Plan has linkages to are;

- 2010/11 City Plan & Community Strategic Plan
- 2010 Staff Survey
- Human Resources Strategy & Plan – 2007 to 2010.
- Equal Employment Opportunity (EEO) Management Plan – 2011 to 2015.
- Occupational Health & Safety (OHS) Plan – 2011 to 2015.
- Customer Service Improvement Strategy



Elements of these Plans, Policies, Strategies etc contain important strategic directions for Council and its staff. The Human Resources & Workforce Management Plan focus' these directions into one document to enable these directions to be delivered from an integrated human resources perspective.

Council's overarching human resources goal is to achieve and maintain 'employer of choice' status. The Hewitt Associates 'Best Employer' Survey and Audit will be undertaken by Council during 2011/12.

Council's strategic direction as described by the 10 year Community Strategic Plan and the 4 year Delivery Program describes the initiatives that will be implemented over those periods that will contribute towards achieving its objectives. These initiatives arise from a number of strategic plans including the City Plan, Community Strategic Plan, Community Services Plan, Asset Management Plan, State of the Environment Plan and the Risk Management Plan to name but a few. The strategic plans themselves are informed by strategic research including the Rockdale Futures study and the community, business and staff survey results.

The Human Resources & Workforce Management Plan has primary links to the City Plan through the Strategic Direction of "A Leading Organisation", specifically through;

- **Outcome 5.2: Sound Governance.**
- **Outcome 5.4: Workforce.**

Therefore, the Human Resources & Workforce Management Plan can be considered to be an enabling strategy that assists Council in achieving its strategic direction and the associated initiatives that will encourage excellence in staff and hence enable Council to achieve its goals through an engaged, motivated, and skilled workforce focused on delivering best value services.

A key focus of the Human Resources & Workforce Management Plan is to ensure that Council has the right people, with the right skills, at the right time to ensure its sustainability. Branding Council as an 'employer of choice' is of equal importance as this recognition will maximize the attraction and retention of these people and assist Council in meeting its strategic direction.

The Human Resources & Workforce Management Plan also incorporates the primary human resource and organizational development focuses of Occupational Health & Safety, Equal Employment Opportunity, and Learning and Development.

The following summaries provide Council's vision in which it will concentrate on during this four year period;

## **Leadership**

The Leadership Development Program is a key focus of the Human Resources and Workforce Management Plan and is aimed at improving the level of leadership and management capability throughout the council and is the centrepiece of Council's drive towards 'employer of choice' branding.

The Leadership Development Program commenced in 2008 and its continuation over the next 4 year period and beyond is seen as a critical success contributor as the three phased program is designed to develop core leadership and management competencies appropriate to Council. The program focuses on highly practical leadership and management elements of an Employer of Choice culture, then moves its focus on leading within and driving key elements of a service culture.

The three phases will address

1. the development of leadership based human resource skills in an Employer of Choice environment,
2. driving change and appropriate behaviours in a Commercial Service Excellence Culture, and
3. building effective Teams and Leaders of the future.

The program will be delivered to the three tiers of leadership and management within Council, being Senior, Middle and First Line management, and identified aspiring leaders. At the 'heart' of the program is Council's Leadership Values Proposition, that define the desired leadership capabilities and behaviours required by leadership roles within Council.

### **Council's Leadership Values Proposition is;**

**A workplace where business performance is optimised and lifestyle needs are recognised.**

**A workplace that facilitates and assists individual career development and personal improvement.**

**A workplace and roles that provide satisfaction and opportunities.**

**A culture that provides fairness, understanding and respect for all employees.**

**A workplace where all employees live out the values of the organisation.**

### **Occupational Health & Safety**

In 2007 Council successfully achieved certification of its Occupational Health & Safety Management system to the Australian Standard AS/NZS: 4801 OH&S Management Systems. The 2007/10 period saw Council consolidate and improve its OH&S management systems and receiving recognition from NSW WorkCover in 2007 and at the Australian Business Excellence Awards in 2009 in achieving Finalist status in the category of Best OH&S Management System across all industries. During that period Council undertook a number of internal and external Surveillance Audits that culminated in re-certification to the AS/NZS: 4801 Standards in February 2010 for a further three (3) year period.

Council's primary focus' over the period of this plan is to maintain certification to the AS/NZS: 4801 Standard and continue to improve its systems and work practices to ensure Council provides its employees, contractors and visitors with a safe place of work, increase incident reporting and risk assessment skills and reduce the number of workplace injuries, the time lost associated with these injuries, workers compensation claims and associated their costs.

During the period of this plan, it is anticipated that the new national 'harmonised' Work Health and Safety (WHS) Act 2010 will come into effect and Council will need to consider the implications of the new legislation and implement its requirements across its workplaces.

### **Equal Employment Opportunity (EEO)**

Council's current EEO Plan was developed during 2010, achieving approval and endorsement from the Executive Committee and Staff Consultative Committee respectfully.

The desired outcomes of Council's 2011 - 2015 EEO Plan centres on four key initiatives which has been the basis of Council's previous equity focus and which is still of relevance today and over the period of this Plan. They being the development of;

- ***A diverse and skilled workforce,***
- ***A workplace culture that displays fair practices and behaviours,***
- ***A workplace free of discrimination, bullying and harassment,***
- ***Improved employment access and participation for EEO groups.***

Council's initiatives in this area over the period of this Plan will be focused on strengthening the skills of its officers in Staff Selection, their awareness in Emotional Intelligence, Cultural Diversity, the prevention and elimination of bullying and harassment behaviours and increasing the participation of women in Council's workforce.

## **Learning and Development**

The Learning and Development (L&D) Plan is developed through an extensive consultation process and delivers learning, training and development opportunities to all staff to improve their skills and knowledge. The L&D Plan takes into account Council's legislative training requirements, staff's development needs in conjunction with the Skills Assessment and the Team Based Appraisal processes that in turn improve the efficiencies of Council's operations and deliver a skilled workforce.

Leadership, Project Management, OH&S, Customer Service and Cultural Awareness training will be important focuses of the 2010/11 L&D Plan to support the Customer Service Improvement Strategy, the Community Strategic Plan and to deliver outcomes that staff recognised as important to address through the 2010 Staff Survey.

Attendance at industry and occupational conferences and seminars will be supported to ensure officers remain up to date with issues and skills.

Council's "Sponsored Studies" program will continue to ensure that staff requiring formal qualifications are supported.

During the period of this plan Council will also be looking to develop electronic learning applications to increase efficiencies where appropriate. Recent development in 'e' learning applications has seen the introduction of Council's e-Induction and e-Environmental Awareness packages. Future development will be in the areas of e-Code of Conduct, e- Induction for Contractors and e- Induction for Counsellors.

## **Workforce Planning**

The 2003, 2005 & 2008 Staff Survey findings highlighted that Rockdale City Council like all western organizations has an ageing workforce. This coupled with the fact that the total workforce pool will shrink due to a decline in the birth rates of the generation of workers following the "Baby Boomer" generation, the retirement of the "Baby Boomer" generation, and the Skills Shortage particularly within the occupational trades positions requires Council to continue its focus on youth employment, succession planning and leadership development with our knowledge that 40% of Council's current workforce will retire within the next 20 years.

The 2010 Staff Survey highlighted areas of improvement in communication, competitive salaries, Executive Team leadership, change management, training and career development and a review/promotion of Council's staff reward and recognition programs.

Council's youth employment focus through its Graduate Program, is recommended to increase across Council as separations occur and replacements are sought, where possible, through the recruitment of graduates, trainees or apprentices.

Whilst focusing our future workforce planning on youth, Council will continue to provide flexible working arrangements for its older employees, to retain their skills and knowledge in our workplaces through flexible working days and hours options. Whilst providing older employees with continued employment options this focus will also assist in the knowledge and skills capture and transfer to younger employees in the delivery of our services and provide further avenues of addressing the skills shortage.

Succession Planning will be a key consideration of the 2011 to 2015 Workforce Management Plan, with Directors and Service Unit Managers required to identify critical positions and develop succession plans for these positions to ensure that leadership, management and technical capability is being developed to ensure Council's workforce is prepared and capable of meeting future directions and challenges.

Council will also be looking to alternative employment arrangements such as Joint Ventures with the Private Sector, Shared Services with neighbouring Councils and through Contracts. For example, Council currently has an established joint venture involving Xerox, a Shared Service arrangement with Kogarah and Hurstville Council's with Waste Collection, and operates as Animal Pound and Animal Catcher under contractual arrangements.

### **Human Resource Information Support (HRIS) Systems**

2011 will see Council commence the implementation of a replacement Human Resources Information & Payroll System that will support the Human Resources Unit, the Finance & Administration Unit and Council's Managers in the management of their operations and staff. This system is seen as pivotal in improving the decision making capacity of our Managers, Coordinators and Team Leaders, payroll processing and value adding human resource functionality.

It is envisaged that the implementation of the new HRIS and Payroll System will commence in February 2011, with Payroll and Human Resources related modules going live from 1 July 2011.

### **Research & Development**

Follow-up staff surveys will be conducted during the period of this Plan in October 2012 and 2014 to assess Council's progress against its goals.

### **Organisational Development**

In September, 2010 Council undertook its latest bi-annual Staff Survey, which highlighted Communication, Competitive Salaries, Executive Team Leadership and Strategy Communication, Change Management, Training & Career Progression, and the review of the Reward & Recognition Program as areas for review and improvement.



# Human Resources Operational Plan

## 2011 to 2015



**Finalist<sup>2007</sup>**  
WorkCover NSW **Safe Work Awards**  
Best Workplace Health  
and Safety Management System



## **Vision**

Rockdale City Council will strive to continuously improve the quality of services it provides to its customers by attracting, retaining and developing a highly skilled, committed and motivated workforce. Flexible working practices will be employed, and principles of equity, cultural diversity and natural justice will be upheld. A harmonious industrial relations environment will be sought as to the occupational health and safety and wellbeing of our staff. The workforce will be free from any harassment and discrimination, and its culture will embrace innovation, continuous improvement and safety with the flexibility and capability to manage change.

Staff will have access to training and development opportunities that support both achievement of this vision, and their personal development.

## **Values**

The corporate value of ***working together*** underpins the effectiveness of the Human Resources Unit in coordinating the implementation of the Workforce Management Plan through Council's Directors, Service Unit Managers and Coordinators and their Teams:

## **Mission**

To be the best we can.

*We will achieve our vision through:*

- *A culture of innovation, continuous improvement, flexibility and safety*
- *A continuous process of improvement and innovation*
- *Consultation*
- *Research into our own practices and practices of best practice organisations*
- *Best practice systems.*

## 2011 – 2015 Human Resources Plan

**Issue:** Building Excellence in Staff – Learning & Development

**Outcome:** Improved knowledge and skill level of staff

No.	Strategies	Primary Responsibility	Key Tasks / Performance Indicators	Time of Completion
1.	• Leadership Development Program	• HRD Coordinator	• 100% of Managerial/supervisory staff	30/6/2013
2.	• Project Management Training	• HRD Coordinator	• 100% of Managerial/supervisory staff	30/6/2013
3.	• Emotional Intelligence – Team Building sessions	• HRD Coordinator	• 3 Team sessions per year	30/6/2015
4.	• Verbal Judo (Customer Service training)	• HRD Coordinator	• All Front Line Staff	30/12/12
5.	• Cultural Awareness	• HRD Coordinator	• All staff	30/12/14
6.	• Quality Management Systems training	• Quality Systems Coordinator	• All staff	30/12/13
7.	• Staff Selection	• HRD Coordinator	• All supervisory staff	30/12/12
8.	• Risk Management for Supervisors	• HRD Coordinator	• All supervisory staff	30/12/12
9.	• OH&S for Supervisors	• HRD Coordinator	• All supervisory staff	30/6/13
10.	• Manual Handling Training	• HRD Coordinator • Manager, Operations	• All Operations Unit staff	30/9/13
11.	• Due Diligence Training	• HRD Coordinator • OH&S and Risk Mgt Coordinator	• All new Directors, Managers, & Coordinators	1/7/2012
12.	• ICAC Anti-Corruption Training	• Manager, Governance & Business Services	• 100% of Managerial staff, and Development Assessment staff	1/7/12
13.	• Media Training	• HRD Coordinator	• All staff required to be skilled in media relations	1/7/13
14.	• Community Engagement	• HRD Coordinator	• All Policy and Service Delivery staff.	1/7/12
15.	• OH&S specific skills training	• HRD Coordinator	• Specific Operations Staff	Annually
16.	• Applications Training ( Excel, Word, TRIM)	• HRD Coordinator	• Relevant staff	1/7/12
17.	• Change Management Skills	• Manager, Governance & Business Services	• All Directors, Managers, Coordinators & Team leaders	1/7/12



**Issue: Workforce Planning**

**Outcome:** *Critical positions identified for succession planning and positions filled through the increased participation of women, youth and mature aged workers.*

No.	Strategies	Primary Responsibility	Key Tasks / Performance Indicators	Time of Completion
1.	<ul style="list-style-type: none"><li>Increased participation of women in managerial positions within Council's workforce</li></ul>	<ul style="list-style-type: none"><li>All Managers</li></ul>	<ul style="list-style-type: none"><li>Increase in the percentage of women in managerial positions.</li></ul>	30/6/2015
2.	<ul style="list-style-type: none"><li>Youth Employment focus through increased employment of Graduates, and Apprentices across Council.</li></ul>	<ul style="list-style-type: none"><li>All Managers</li></ul>	<ul style="list-style-type: none"><li>All vacant positions to be considered for youth employment (<i>Graduates or Trainee / Apprentices</i>).</li></ul>	30/6/2015
3.	<ul style="list-style-type: none"><li>Attract and retain 'retiring' staff through flexible work patterns, part time hours etc.</li></ul>	<ul style="list-style-type: none"><li>Directors &amp; Managers</li></ul>	<ul style="list-style-type: none"><li>Directors and Managers to encourage retiring staff to consider flexible work patterns as a method of retaining their knowledge and skills.</li></ul>	Ongoing
4.	<ul style="list-style-type: none"><li>Critical positions identified for succession planning and development plans established.</li></ul>	<ul style="list-style-type: none"><li>Directors &amp; Managers</li></ul>	<ul style="list-style-type: none"><li>Directors and Managers to identify critical positions for succession planning and develop Succession Plans for identified staff.</li></ul>	31/12/2013
5.	<ul style="list-style-type: none"><li>Review Work/Life Balance and Flexible Hours Policies to ensure practices remain contemporary and relevant for attraction and retention purposes.</li></ul>	<ul style="list-style-type: none"><li>Manager, Human Resources</li></ul>	<ul style="list-style-type: none"><li>Review Flexible Work Policy.</li></ul>	31/12/11 and then Ongoing
6.	<ul style="list-style-type: none"><li>The development of the 2015/20 Workforce Management Plan.</li></ul>	<ul style="list-style-type: none"><li>Manager, Human Resources</li></ul>	<ul style="list-style-type: none"><li>2015/20 Workforce Management Plan completed by December 2014.</li><li>Annual review of the 2011-2015 Workforce Management Plan</li></ul>	31/12/14  31/7 annually.
7	<ul style="list-style-type: none"><li>Review Council's Salary &amp; Wages levels to determine competitiveness.</li></ul>	<ul style="list-style-type: none"><li>Manager, Human Resources</li></ul>	<ul style="list-style-type: none"><li>Undertake and complete a Salary &amp; Wages Review.</li></ul>	31/12/11

**Issue:** Occupational Health & Safety

**Outcome:** Improved safety systems, practices and staff well-being

No.	Strategies	Primary Responsibility	Key Tasks / Performance Indicators	Time of Completion
1.	<ul style="list-style-type: none"> <li>AS4801 OH&amp;S Quality Systems</li> </ul>	<ul style="list-style-type: none"> <li>Executive Committee</li> <li>OH&amp;S Committee.</li> <li>Mgr, Human Resources</li> <li>Coordinator, OH&amp;S &amp; Risk Mgt</li> <li>All Managers</li> </ul>	<ul style="list-style-type: none"> <li>Monitor the effectiveness of the OHS&amp; IM System across Council's workplaces</li> <li>Maintain AS/NZS:4801 OH&amp;S Management Systems Certification</li> <li>Successfully complete the OH&amp;S Mgt Systems Surveillance Audits</li> </ul>	<ul style="list-style-type: none"> <li>Annually</li> <li>February 2013</li> <li>Annually</li> </ul>
2.	<ul style="list-style-type: none"> <li>Implement the new national Work Health Safety Act 2010 changes throughout the organization.</li> </ul>	<ul style="list-style-type: none"> <li>Directors, Managers &amp; Coordinators.</li> </ul>	<ul style="list-style-type: none"> <li>All WHS Act initiatives implement across all workplaces within 12 months of legislation being enacted.</li> </ul>	<ul style="list-style-type: none"> <li>12 months from the WHS Act enacted.</li> </ul>
3.	<ul style="list-style-type: none"> <li>Implement Council's OH&amp;S Plan</li> </ul>	<ul style="list-style-type: none"> <li>OH&amp;S and Risk Mgt Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>All objectives implement across all workplaces within 2 years.</li> </ul>	<ul style="list-style-type: none"> <li>1/7/13</li> </ul>

**Issue:** Equity & Diversity

**Outcome:** *A workplace that's free of discrimination, harassment and bullying behaviours and that has equity at the centre of its decision making.*

**Objective 1: A diverse and skilled workforce**

No.	Strategies	Primary Responsibility	Key Tasks / Performance Indicators	Date of Completion
1.1.	• Selection Techniques Training	• HRD Co-ordinator	• 100% of all staff involved in the selection process trained	31/7/12
1.2.	• Training opportunities communicated to and accessible to all staff	• HRD Coordinator • All Managers	• HRD Coordinator to communicate the L&D Plan to all staff. • Managers consult with all staff, in their responsibility, to ensure the Learning and Development training needs analysis process, via the Business Planning process, represents all staff training needs and that L&D opportunities are accessible to all staff.	Each Year  Ongoing
1.3.	• Council's workforce reflects the communities diversity	• All Managers & Selection Panel Conveners	• Managers and selection panels to be aware of the cultural demographics of our City, and how recruitment strategies reflecting the City's cultural diversity will improve the interaction with our customers. Selection material, advertisement and criteria to identify cultural diversity requirements of the position.	Ongoing
1.4.	• Maintain and promote the use of Language Aides in the relevant community languages	• HRO	• Annually review the list of Language Aides to ensure community languages are being provided. • Promote the use of language aides. • Recruit new language aides were needed.	Ongoing
1.5.	• Relevant Customer Service Counter Staff trained in the use of Interpreter Service and Language Aides.	• HRD Coordinator • Relevant Managers	• 100% of Counter Staff trained in the use of the Interpreter Service and Language Aides. • Relevant Manager(s) to ensure staff are appropriately trained.	Ongoing
1.6	• Knowledge and understanding of EEO an essential requirement for all positions.	• Managers & Coordinators	• Managers & Coordinators to ensure that the "Knowledge and understanding of EEO" is an essential requirement in all positions descriptions.	Ongoing
1.7.	• Prevention of Bullying & Harassment training	• HRD Coordinator	• 100% of all staff to have attended.	31/12/12
1.8.	• Cultural Awareness training	• HRD Coordinator	• 100% of all staff to have attended.	31/12/14

## Objective 2: A workplace culture that displays fair practices and behaviours

No.	Strategies	Primary Responsibility	Key Tasks / Performance Indicators	Date of Completion
2.1.	<ul style="list-style-type: none"> <li>Review EEO components of Induction Program</li> </ul>	<ul style="list-style-type: none"> <li>HRD Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>EEO components of Induction Program reviewed annually.</li> </ul>	31/12/11 and then annually.
2.2	<ul style="list-style-type: none"> <li>Communicate EEO information to all new employees via the Corporate Induction program</li> </ul>	<ul style="list-style-type: none"> <li>HRD Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>100% of new staff receiving EEO information at Induction</li> </ul>	Each Induction Program
2.3.	<ul style="list-style-type: none"> <li>Annually review the Prevention &amp; Elimination of Bullying &amp; Harassment Policy</li> </ul>	<ul style="list-style-type: none"> <li>Manager, HR</li> </ul>	<ul style="list-style-type: none"> <li>Policy reviewed annually.</li> </ul>	31/6/11
2.4.	<ul style="list-style-type: none"> <li>Human Resources policies and procedures are developed and reviewed to ensure compliance with EEO principles</li> </ul>	<ul style="list-style-type: none"> <li>Manager, HR</li> </ul>	<ul style="list-style-type: none"> <li>Policies reviewed annually</li> <li>EEO Management Plan and all new Human Resources related policies raised via consultation with Staff Consultative Committee.</li> <li>Nil substantiated complaints regarding discrimination.</li> </ul>	<ul style="list-style-type: none"> <li>Annually</li> <li>When Required</li> </ul>
2.5.	<ul style="list-style-type: none"> <li>Undertake Exit Interviews for all departing staff to ensure staff are not leaving due to discrimination, bullying or harassment</li> </ul>	<ul style="list-style-type: none"> <li>HR Officer</li> </ul>	<ul style="list-style-type: none"> <li>100% of departing staff invited to participate in the Exit Interview process.</li> </ul>	Ongoing
2.6.	<ul style="list-style-type: none"> <li>Conditions of employment delivered equitably</li> </ul>	<ul style="list-style-type: none"> <li>HR Unit</li> </ul>	<ul style="list-style-type: none"> <li>Nil equity complaints</li> </ul>	Ongoing
2.7.	<ul style="list-style-type: none"> <li>Skills Assessment process conducted equitably</li> </ul>	<ul style="list-style-type: none"> <li>HRD Coordinator</li> <li>All Assessing staff</li> </ul>	<ul style="list-style-type: none"> <li>HRD Coordinator to arrange Workplace Assessment training for all non qualified staff required to undertake staff Skills Assessments.</li> <li>Nil requests for independent assessments.</li> </ul>	Ongoing
2.8.	<ul style="list-style-type: none"> <li>EEO an Agenda Item on all Team Meetings</li> </ul>	<ul style="list-style-type: none"> <li>Manager's, Team Leaders &amp; Coordinators</li> </ul>	<ul style="list-style-type: none"> <li>Managers and Coordinators to ensure that EEO is a standard agenda item on all Team Meetings to ensure any Equity related concerns are raised and discussed.</li> </ul>	Ongoing
2.9	<ul style="list-style-type: none"> <li>Promote EEO, Anti-Discrimination and Harassment via the Staff Newsletter</li> </ul>	<ul style="list-style-type: none"> <li>Mgr, HR &amp; HRD Coord.</li> </ul>	<ul style="list-style-type: none"> <li>One EEO related article published quarterly</li> </ul>	Ongoing
2.10.	<ul style="list-style-type: none"> <li>Monitor appointments, promotions and transfers to ensure they do not breach EEO principles</li> </ul>	<ul style="list-style-type: none"> <li>Human Resources Officer</li> </ul>	<ul style="list-style-type: none"> <li>Nil substantiated complaints regarding non-compliance with EEO principles for appointments, promotions &amp; transfers.</li> </ul>	Ongoing
2.11	<ul style="list-style-type: none"> <li>Ensure offers of suitable duties for staff commencing return to work programs are based on the injured worker's skills, and experience.</li> </ul>	<ul style="list-style-type: none"> <li>Human Resources Officer</li> <li>Employee Services Officer</li> </ul>	<ul style="list-style-type: none"> <li>Nil substantiated complaints regarding non-compliance.</li> </ul>	Ongoing

### Objective 3: A Workplace free of discrimination, bullying and harassment

No.	Strategies	Primary Responsibility	Key Tasks / Performance Indicators	Date of Completion
3.1.	<ul style="list-style-type: none"> <li>• Refresher training for EEO Contact Officers</li> </ul>	<ul style="list-style-type: none"> <li>• HRD Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>• HRD Coordinator to ensure that all EEO Contact Officers receive refresher training bi-annually</li> </ul>	1/7/12 Ongoing
3.2.	<ul style="list-style-type: none"> <li>• EEO Management Plan communicated to all staff</li> </ul>	<ul style="list-style-type: none"> <li>• Manager, HR</li> <li>• Staff Consultative Committee.</li> </ul>	<ul style="list-style-type: none"> <li>• Manager, HR to ensure that the EEO Management Plan is circulated widely through a number of different mediums.</li> </ul>	31/12/11
3.3.	<ul style="list-style-type: none"> <li>• Prevention &amp; Elimination of Bullying &amp; Harassment Policy communicated to all staff</li> </ul>	<ul style="list-style-type: none"> <li>• Manager, HR</li> </ul>	<ul style="list-style-type: none"> <li>• Manager, HR to arrange for a staff survey on staff's awareness of the Prevention &amp; Elimination of Bullying &amp; Harassment Policy.</li> <li>• 100% staff awareness by 30/9/12.</li> </ul>	30/6/12  30/9/12.
3.4.	<ul style="list-style-type: none"> <li>• Elimination of discriminatory, bullying and harassment behaviours in the workplace</li> </ul>	<ul style="list-style-type: none"> <li>• Manager, HR</li> </ul>	<ul style="list-style-type: none"> <li>• Manager, HR to report annually to the Executive Committee on discrimination, bullying and harassment workplace experience.</li> <li>• Nil substantiated complaints of discrimination, bullying &amp; harassment.</li> </ul>	1/7/12 and then annually.
3.5.	<ul style="list-style-type: none"> <li>• Conduct Staff Climate Survey's to provide staff with an alternative process to raise their concerns in relation to equity, discrimination, bullying or harassment.</li> </ul>	<ul style="list-style-type: none"> <li>• Manager, HR</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct Staff Climate Survey every two (2) years</li> </ul>	01/12/12 and then every two years thereafter.
3.6	<ul style="list-style-type: none"> <li>• Invite comment and input during the development and review of the EEO Management Plan from employees via the Staff Consultative Committee.</li> </ul>	<ul style="list-style-type: none"> <li>• Manager, HR</li> </ul>	<ul style="list-style-type: none"> <li>• Staff Consultative Committee input</li> </ul>	01/2/2011.

#### Objective 4: EEO Target Groups

No.	Strategies	Primary Responsibility	Key Tasks / Performance Indicators	Date of Completion
4.1.	<ul style="list-style-type: none"> <li>Provide opportunities for unpaid work experience placements to enhance employment opportunities</li> </ul>	<ul style="list-style-type: none"> <li>All Managers</li> <li>Human Resources Officer</li> </ul>	<ul style="list-style-type: none"> <li>Managers to proactively encourage work experience placements amongst their team(s).</li> <li>Manager, HR to report annually to the Executive Committee on the number of facilitated work experience opportunities.</li> </ul>	<p>Ongoing</p> <p>Annually</p>
4.2.	<ul style="list-style-type: none"> <li>Ascertain whether positions, as they become vacant, are suitable for redesign for Traineeships, Apprenticeships, or Graduates</li> </ul>	<ul style="list-style-type: none"> <li>All Managers and Coordinators.</li> </ul>	<ul style="list-style-type: none"> <li>Managers to consider the redesigned of positions for Traineeships, Apprenticeships or Graduate employment.</li> <li>Strive towards having 5% of total staff number to be represented by Graduates, Apprentices or Trainees.</li> </ul>	<p>Ongoing</p> <p>30/7/15</p>
4.3.	<ul style="list-style-type: none"> <li>Ascertain whether positions, as they become vacant, are suitable for redesign for persons with disabilities.</li> </ul>	<ul style="list-style-type: none"> <li>All Managers &amp; Coordinators.</li> <li>Manager, HR.</li> </ul>	<ul style="list-style-type: none"> <li>Managers to consider the redesigned of positions for people with a disability, were appropriate.</li> <li>Manager, HR to report annually to the Executive Committee on the number of positions redesigned for people with a disability.</li> </ul>	<p>Ongoing</p> <p>Annually</p>
4.4.	<ul style="list-style-type: none"> <li>Ascertain whether positions, as they become vacant, are suitable for redesign for part time employment – to suit people with disabilities, people with Carers' responsibilities or women.</li> </ul>	<ul style="list-style-type: none"> <li>All Managers &amp; Coordinators.</li> <li>Manager, HR.</li> </ul>	<ul style="list-style-type: none"> <li>Managers to consider the redesigned of positions part-time employment, were appropriate and requested.</li> <li>Manager, HR to report annually to the Executive Committee on the number of positions that have been redesigned for part-time employment.</li> </ul>	<p>Ongoing</p> <p>Annually.</p>
4.5.	<ul style="list-style-type: none"> <li>Ascertain whether positions, as they become vacant through staff retirement, are suitable for redesign for the retiring person to be employed on a part time or flexible arrangement.</li> </ul>	<ul style="list-style-type: none"> <li>All Directors, Managers &amp; Coordinators.</li> <li>Manager, HR.</li> </ul>	<ul style="list-style-type: none"> <li>Directors, Managers and Coordinators make available, where possible, the redesign of positions for retiring staff ie: part-time employment, or greater working hours flexibility to retain retiring staff/corporate knowledge.</li> <li>Manager, HR to report annually to the Executive Committee on the number of positions that have been redesigned for part-time employment.</li> </ul>	<p>Ongoing</p> <p>Annually.</p>
4.6.	<ul style="list-style-type: none"> <li>Increase work experience and employment opportunities for Women, Indigenous people and people with Disabilities.</li> </ul>	<ul style="list-style-type: none"> <li>Human Resources Officer</li> </ul>	<ul style="list-style-type: none"> <li>RCC to promote employment opportunities to all target groups ie: Women, Indigenous people, and People with Disabilities.</li> </ul>	<p>Ongoing</p>

**Issue:** Organisational Development  
**Outcome:** Improved performance through clarity of task and role.

No.	Strategies	Primary Responsibility	Key Tasks / Performance Indicators	Time of Completion
1.	<ul style="list-style-type: none"> <li>Undertake the Hewitt “Best Employer” Survey to gain Best Employer status and branding.</li> </ul>	<ul style="list-style-type: none"> <li>Manager, Human Resources</li> </ul>	<ul style="list-style-type: none"> <li>Arrange, complete and achieve the Hewitt “Best Employer” Survey and branding.</li> </ul>	<ul style="list-style-type: none"> <li>1/7/12.</li> </ul>
2.	<ul style="list-style-type: none"> <li>Maintain certification to the international and Australian standards of;               <ul style="list-style-type: none"> <li>ISO:9001, Quality Management Systems,</li> <li>AS/NZS: 4801, OH&amp;S Mgt Systems, &amp;</li> <li>ISO: 14001, Environmental Mgt Systems.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Manager, Human Resources</li> </ul>	<ul style="list-style-type: none"> <li>Successfully complete the annual surveillance audits of Council’s Integrated Management system.</li> <li>Ensure all Corrective Action Reports (CAR’s) are finalized within 3 months of generation.</li> <li>Re-certification of Council’s Quality Management Systems; ISO:9001, ISO:14001 &amp; AS/NZS: 4801.</li> </ul>	<ul style="list-style-type: none"> <li>1/3/2011</li> <li>1/3/2012</li> <li>1/3/2013</li> <li>1/3/2014</li> <li>1/3/2015</li> <li>1/3/2013</li> </ul>
3.	<ul style="list-style-type: none"> <li>Achieve and maintain certification of Council’s Customer Service Accreditation.</li> </ul>	<ul style="list-style-type: none"> <li>Manager, Community &amp; Customer Services</li> </ul>	<ul style="list-style-type: none"> <li>Certification of Council’s Customer Service Management system.</li> </ul>	<ul style="list-style-type: none"> <li>30/6/2011.</li> </ul>
4.	<ul style="list-style-type: none"> <li>A complete review of all Job Descriptions.</li> </ul>	<ul style="list-style-type: none"> <li>Directors &amp; Managers</li> </ul>	<ul style="list-style-type: none"> <li>100% of all job descriptions reviewed by supervisors and staff for currency.</li> </ul>	<ul style="list-style-type: none"> <li>30/12/12.</li> </ul>
5.	<ul style="list-style-type: none"> <li>Ensure that Council’s focus on Work/Life Balance and Workplace Flexibility is being practiced equitably across all Service Units.</li> </ul>	<ul style="list-style-type: none"> <li>Directors &amp; Managers</li> </ul>	<ul style="list-style-type: none"> <li>All Managers &amp; Directors equitably apply the principles of work/life balance and workplace flexibility policies within their units and departments.</li> </ul>	<ul style="list-style-type: none"> <li>30/12/11.</li> </ul>
6.	<ul style="list-style-type: none"> <li>Team Based Appraisal understanding and participation strengthened across the organization.</li> <li>Review Team Based Appraisal methodology.</li> </ul>	<ul style="list-style-type: none"> <li>Directors &amp; Managers</li> <li>Manager, Human Resources</li> </ul>	<ul style="list-style-type: none"> <li>All Teams actively participating in the Team Based Appraisal process.</li> </ul>	<ul style="list-style-type: none"> <li>30/12/11</li> <li>30/6/11</li> </ul>
7.	<ul style="list-style-type: none"> <li>Council’s Leadership Values Proposition is acted out by all leaders within the organization.</li> </ul>	<ul style="list-style-type: none"> <li>GM, Directors, Managers, Coordinators and Team Leaders</li> </ul>	<ul style="list-style-type: none"> <li>Review and re- commit to the Leadership Values Proposition statements.</li> </ul>	<ul style="list-style-type: none"> <li>30/9/2011</li> </ul>
8.	<ul style="list-style-type: none"> <li>Governance related functions reviewed against the DLG’s Governance Health Check and the Australian Standards.</li> </ul>	<ul style="list-style-type: none"> <li>Manager, Governance &amp; Business Services</li> </ul>	<ul style="list-style-type: none"> <li>Council’s Governance functions comply to the DLG Governance Health Check &amp; appropriate Standards.</li> </ul>	<ul style="list-style-type: none"> <li>1/7/2013</li> </ul>

**Issue:** Internal Communications

**Outcome:** Improved internal communications and better informed staff

No.	Strategies	Primary Responsibility	Key Tasks / Performance Indicators	Time of Completion
1.	<ul style="list-style-type: none"> <li>Provision of a Corporate Staff Newsletter</li> </ul>	<ul style="list-style-type: none"> <li>Coordinator, Media &amp; Events</li> </ul>	<ul style="list-style-type: none"> <li>Corporate Staff Newsletter produced bi-monthly.</li> </ul>	30/9/2011
2.	<ul style="list-style-type: none"> <li>All Teams Meeting Regularly.</li> </ul>	<ul style="list-style-type: none"> <li>Directors, Managers, Coordinators &amp; Team Leaders</li> </ul>	<ul style="list-style-type: none"> <li>All Teams to be meeting at least monthly.</li> </ul>	30/9/2011

**Issue:** Research & Development

**Outcome:** Improved Workforce Planning, Staff Satisfaction & Morale.

No.	Strategies	Primary Responsibility	Key Tasks / Performance Indicators	Time of Completion
1.	<ul style="list-style-type: none"> <li>Conduct a Staff Climate Survey bi-yearly to determine the “health” of organization.</li> </ul>	<ul style="list-style-type: none"> <li>Manager, HR</li> <li>External Consultant</li> </ul>	<ul style="list-style-type: none"> <li>Conduct a follow up Staff Climate Survey in September 2012 and 2014 to determine staff satisfaction levels and issues.</li> </ul>	30/10/12 & 30/12/14

**Issue:** Risk Management

**Outcome:** Improved management of Council's Business Risks.

No.	Strategies	Primary Responsibility	Key Tasks / Performance Indicators	Time of Completion
1.	The development and implementation of Council's Business Continuity Plan (BCP).	<ul style="list-style-type: none"> <li>General Manager</li> </ul>	<ul style="list-style-type: none"> <li>The Business Continuity Plan (BCP) is finalized by 31/12/11.</li> <li>The BCP is tested annually.</li> </ul>	<ul style="list-style-type: none"> <li>31/6/11</li> <li>Annual Undertaking</li> </ul>



**Issue:** Technology

**Outcome:** Maximise staff's ability and capacity to use available technology and improved decision making capability.

No.	Strategies	Primary Responsibility	Key Tasks / Performance Indicators	Time of Completion
1.	<ul style="list-style-type: none"> <li>Maximise Council's return on investment from its purchases of Core Information Systems ie: TRIM, E1 etc.</li> </ul>	<ul style="list-style-type: none"> <li>Manager, Governance &amp; Business Services</li> </ul>	<ul style="list-style-type: none"> <li>Training of Systems Administrators / "Super Users"</li> </ul>	<ul style="list-style-type: none"> <li>30/12/12</li> </ul>
2.	<ul style="list-style-type: none"> <li>Maximise staff's capacity and ability to use Council's Information systems ie: Lotus Notes, Microsoft applications and Council's Business &amp; Committee Paper system etc.</li> </ul>	<ul style="list-style-type: none"> <li>Manager, Governance &amp; Business Services</li> </ul>	<ul style="list-style-type: none"> <li>Undertake a Training Needs Analysis specific to Information Systems Training, and</li> <li>Deliver quarterly IT Systems training.</li> </ul>	<ul style="list-style-type: none"> <li>30/12/12</li> <li>On-going</li> </ul>
3.	<ul style="list-style-type: none"> <li>Implementation of the HRIS and Payroll Systems</li> </ul>	<ul style="list-style-type: none"> <li>Manager, Human Resources</li> <li>Manager, Finance &amp; Administration</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of the HRIS &amp; Payroll System to commence by 1/2/11.</li> <li>HRIS &amp; Payroll System to 'Go Live' from 1/7/11.</li> <li>Systems Implementation Review.</li> </ul>	<ul style="list-style-type: none"> <li>1/2/11</li> <li>1/7/11.</li> <li>31/3/12</li> </ul>
4.	<ul style="list-style-type: none"> <li>Implementation of the Asset Management System</li> </ul>	<ul style="list-style-type: none"> <li>Manager, Technical Services</li> <li>Manager, Operations</li> </ul>	<ul style="list-style-type: none"> <li>Tender advertised 1/7/11, Implementation from 1/12/11 and 'Go Live' from 1/7/12.</li> </ul>	1/7/12
5.	<ul style="list-style-type: none"> <li>Implementation of the Financial Mgt System</li> </ul>	<ul style="list-style-type: none"> <li>Manager, Finance &amp; Administration</li> </ul>	<ul style="list-style-type: none"> <li>Tender advertised 1/7/12, Implementation from 1/12/12 and 'Go Live' from 1/7/13.</li> </ul>	1/7/13.

## 2011 - 2015 Workforce Management Plan

### Council's Workforce Planning Findings.

The following table depict Council's current workforce by Department, and future workforce numbers / issues that have been predicted that will impact on future staffing needs over the period of this plan.

It should be noted that the suggested additional positions in this plan still require Managers/Directors submitting a business case / report to the Executive Committee for consideration and approval, prior to consultation with the Staff Consultative Committee, before the commencement of any recruitment activity.

### General Manager's Unit

Positions	No:	Future Workforce Issues	1/7/11	1/7/12	1/7/13	1/7/14
General Manager	1		1	1	1	1
Executive Assistant	1		1	1	1	1
Secretary to the Mayor	1		1	1	1	1
Manager, Human Resources	1		1	1	1	1
Coordinator, Human Resource Development	1		1	1	1	1
Coordinator, OH&S and Risk Management	1		1	1	1	1
Coordinator, Quality Systems	1		1	1	1	1
Human Resources Officer	1		1	1	1	1
Media & Events Coordinator	1		1	1	1	1
Senior Media & Communications Officer	1		1	1	1	1
Media Communications Officer	2		2	2	2	2
Graphic Artist	1		1	1	1	1
Senior Events Officer	1		1	1	1	1
Events Officer	2	Reduction of 1 P/T Events Officer (0.5)	1.5	1.5	1.5	1.5
Team Administration Officer (P/T)	0.5	Addition of 1 P/T Admin. Officer (0.5)	0.5	0.5	0.5	0.5

### City Planning & Development Department

Positions	No:	Future Workforce Issues	1/7/11	1/7/12	1/7/13	1/7/14
Director, City Planning & Development	1		1	1	1	1
Executive Assistant	1		1	1	1	1
Senior Administrative Assistant	1		1	1	1	1
Manager, Strategic Asset Management	1		1	1	1	1
Coordinator, Property Services	1		1	1	1	1
Property Manager	1		1	1	1	1
Property Administration Officer	1		1	1	1	1
Coordinator, Asset Planning & Town Centre	1		1	1	1	1
Town Centre Manager	1		1	1	1	1
Town Centre Officer	1		1	1	1	1
Strategic Asset Planner	1		1	1	1	1
Manager, Urban & Environmental Strategy	1		1	1	1	1
Coordinator, Urban Strategy	1		1	1	1	1
Project Planner	1		1	1	1	1
Urban Designer	1		1	1	1	1
Urban Strategist	1		1	1	1	1
Coordinator, Environmental Strategy	1		1	1	1	1
Environmental Strategist	1		1	1	1	1
Environmental Projects Officer	1		1	1	1	1
Temp. Project Officer - GRCCC	1		1	1	1	1
Manager, Development Assessment	1		1	1	1	1
Coordinator, Development Assessment	1		1	1	1	1
Senior Assessment Planner	2	Additional Officer from 1/7/12 due to expected increase in development activity.	2	3	3	3

<b>Positions</b>	<b>No:</b>	<b>Future Workforce Issues</b>	<b>1/7/11</b>	<b>1/7/12</b>	<b>1/7/13</b>	<b>1/7/14</b>
Development Assessment Planner	4	One position was retitled and regraded to Team leader – DAS. However from 1/7/12 this position will need to be re-established due to the expected development activity.	3	4	4	4
Coordinator, Building & Compliance	1		1	1	1	1
Senior Assessment Officer	2		2	2	2	2
Assessment Officer	5	As from 1/7/12 two additional positions will be required due the expected increase in development activity.	5	7	7	7
Compliance Officer	1	As from 1/7/12 one additional position will be required due the expected increase in development activity.	1	2	2	2
Development Engineer	1		1	1	1	1
Assistant Development Engineer	1		1	1	1	1
Business Analyst	1		1	1	1	1
Team Leader, Development Support	1		1	1	1	1
Senior Administrative Support Officer	0	Position re-titled & regraded to Business Analyst during 2010. Position will need to be re-established from 1/7/12 due to the expected increase in development activity.	0	1	1	1
Administrative Support Officer	3		3	3	3	3
Customer Services Officer/Planner	1		1	1	1	1
Team Leader, Development Advisory Service	1		1	1	1	1
Development Advisory Service Officer	1	Additional position to be transferred from the Customer Service Unit and retitled from 1/7/11.	2	2	2	2
Trainee Assessment Officer	0	This was previously an established position in DAC and assisted daily work of Assessment Officers. Legislative changes regarding Swimming Pools and the BCA will require some 2000 Pool Inspections	1	1	1	1

**Corporate & Community Department**

Positions	No:	Future Workforce Issues	1/7/11	1/7/12	1/7/13	1/7/14
Director, Corporate & Community	1		1	1	1	1
Executive Assistant	1		1	1	1	1
Community Relations Coordinator	1		1	1	1	1
Manager, Finance & Administration	1		1	1	1	1
Financial Services Manager	1		1	1	1	1
Financial Systems Administrator	1		1	1	1	1
Accounting Officer	1		1	1	1	1
Revenue Coordinator	1		1	1	1	1
Rates Support Officer	3		3	3	3	3
Debtors & Recovery Officer	1		1	1	1	1
Coordinator, Financial Operations	1		1	1	1	1
Financial Accountant	1		1	1	1	1
Treasury Officer	1		1	1	1	1
Creditors Clerk	1		1	1	1	1
Assistant Creditors Clerk	1		1	1	1	1
Payroll Officer	1.5		1.5	1.5	1.5	1.5
Senior Management Accountant	1		1	1	1	1
Business Accountant	1		1	1	1	1
Internal Audit Officer	1		1	1	1	1
Coordinator, Supply & Fleet	1		1	1	1	1
Supply Officer	1		1	1	1	1
Storekeeper	1		1	1	1	1
Systems Administrator Depot	1		1	1	1	1
Procurement Officer	-	New position to monitor preferred supplier list, pricing and insurances associated with preferred suppliers. Provide greater contract management for Council preferred supplier list.	1	1	1	1

Positions	No:	Future Workforce Issues	1/7/11	1/7/12	1/7/13	1/7/14
Manager, Governance & Business Services	1		1	1	1	1
Administrative Assistant, Governance	2		2	2	2	2
Coordinator, Information Technology	1		1	1	1	1
Senior Systems Administrator	1		1	1	1	1
Systems Administrator	1		1	1	1	1
Database Administrator	1		1	1	1	1
Applications Administrator	1		1	1	1	1
IT Support Officer	2		2	2	2	2
Coordinator, Information Services	1		1	1	1	1
Team Leader, Business Applications	1		1	1	1	1
Project Coordinator	1		1	1	1	1
Business Analyst	2		2	2	2	2
Systems Administrator	2		2	2	2	2
Coordinator, Document Management	1		1	1	1	1
Team Leader, Document Management	1		1	1	1	1
Document Management Officer	6	Increased activity forecasted when electronic DA's will be accepted. 1 additional FTE.	7	7	7	7
Clerical Officer	2		2	2	2	2
Information & Research Officer	1		1	1	1	1
Field Communications Officer	1		1	1	1	1
Manager, Community & Customer Services	1		1	1	1	1
Coordinator, Recreation & Community Serv	1		1	1	1	1
Aged, Disabled & Families Specialist	1		1	1	1	1
Recreation, Arts & Culture Specialist	1		1	1	1	1
Youth & Community Safety Specialist	1		1	1	1	1
Field Officer	1		1	1	1	1
Supervisor, Meals Service	1		1	1	1	1

<b>Positions</b>	<b>No:</b>	<b>Future Workforce Issues</b>	<b>1/7/11</b>	<b>1/7/12</b>	<b>1/7/13</b>	<b>1/7/14</b>
Chef	1		1	1	1	1
Administrative Assistant	1		1	1	1	1
Assistant Cook	2		2	2	2	2
Kitchen Hand	3		3	3	3	3
Coordinator, Library & Community Information	1		1	1	1	1
Branch Services Specialist	1		1	1	1	1
Local History Specialist	1		1	1	1	1
Children & Young Adults Specialist	1		1	1	1	1
CALD Specialist	1		1	1	1	1
Information Literacy Specialist	1		1	1	1	1
Library Technical Systems Specialist	1		1	1	1	1
Team Leader	9		9	9	9	9
Library Technician	6		6	6	6	6
Library Assistant	13		13	13	13	13
Job Support Scheme	2		2	2	2	2
Coordinator, Customer Services	1		1	1	1	1
Team Leader	1		1	1	1	1
Senior Customer Services Officer	2		2	2	2	2
Customer Service Officer (2)	7		7	7	7	7
Customer Service Officer (1)	4		4	4	4	4

## City Operations Department

Positions	No:	Future Workforce Issues	1/7/11	1/7/12	1/7/13	1/7/14
Director, City Operations	1		1	1	1	1
Executive Assistant	1		1	1	1	1
Manager, Technical Services	1		1	1	1	1
Business Support Officer	1		1	1	1	1
Administrative Support Officer	1		1	1	1	1
GIS Coordinator	1		1	1	1	1
Spatial Information Officer	1		1	1	1	1
Graduate Spatial Information Officer	1		1	1	1	1
Coordinator, Project Mgt & Design	1		1	1	1	1
Engineer, Design & Investigation	2		1	2	2	2
Engineer, Design	1		1	1	1	1
Engineer, Project Mgt & Design	1		1	1	1	1
Engineer, Special Projects	1		1	1	1	1
Projects Supervisor	1		1	1	1	1
Project Architect - Temporary	1	Temporary position to assist with delivery of the Special Rate Variation projects	1	1	1	0
Senior Landscape Architect	1		1	1	1	1
Landscape Architect	1		1	1	1	1
Coordinator, Corporate Assets	1		1	1	1	1
Team Leader Infrastructure Ass	1		1	1	1	1
Asset Inspection Officer	1		1	2		
Assets Data & Traffic Technical Officer	1		1	1	1	1
Coordinator, Traffic & Roads Safety	1		1	1	1	1
Traffic Engineer	1		1	1	1	1



Positions	No:	Future Workforce Issues	1/7/11	1/7/12	1/7/13	1/7/14
Temporary Traffic Engineer (Maternity Relief)	1		1	0	0	0
Civil Projects Engineer	1		1	1	1	1
Roads Safety Officer	1		1	1	1	1
Manager, Operations	1		1	1	1	1
Manager, Environmental Business Services	1	Position deleted from February 2011.	0	0	0	0
Operations Business Coordinator	1		1	1	1	1
Administration Team Leader	1		1	1	1	1
Environmental Business Projects Officer	1		1	1	1	1
Nursery Supervisor	1		1	1	1	1
Administrative Assistant (working with Cleansing)	1		1	1	1	1
Administrative Support Officer (working with Regs)	1		1	1	1	1
Civil Works Coordinator	1		1	1	1	1
Asset Maintenance Supervisor	1		1	1	1	1
Team Leader - Properties	1		1	1	1	1
Senior Operations Technician - Properties	15		15	15	15	15
Operations Technician - Properties	7		7	7	7	7
Workshop Team Leader	1		1	1	1	1
Senior Operations Technician	4		4	4	4	4
Roads & Drainage Supervisor	1		1	1	1	1
Team Leader – Roads & Drainage	1		1	1	1	1
Senior Operations Technician	12		12	12	12	12
Operations Technicians	10		10	10	10	10
Restorations Team Leader	1		1	1	1	1
Project Team Leader	1		1	1	1	1
Senior Operations Technician - Waterways	3		3	3	3	3
Operations Technicians - Waterways	2		2	2	2	2

Positions	No:	Future Workforce Issues	1/7/11	1/7/12	1/7/13	1/7/14
Regulations Coordinator	1		1	1	1	1
Team Leader, Regulations	1		1	1	1	1
Regulations Inspector	4		5	5	5	5
Team Leader, Parking Patrol	1		1	1	1	1
Parking Patrol Officer	3		3	3	3	3
Regulations Inspector – Waste Enforcement	1		1	1	1	1
Parks Coordinator	1		1	1	1	1
Team Leader ( Parks / Landscaping)	2		2	2	2	2
Senior Operations Technician	19		19	19	19	19
Operations Technician	33		33	33	33	33
Tree Management Officer	1		1	1	1	1
Council Tree Maintenance Team Leader	1		1	1	1	1
Senior Operations Technician – Tree Mainten	5		5	5	5	5
Operations Technician – Tree Mainten	1		1	1	1	1
Environmental Health Coordinator	1		1	1	1	1
Environmental Health Supervisor	1		1	1	1	1
Environmental Health Officer	2		2	2	2	2
Waste Education and Contract Supervisor	1		1	1	1	1
Domestic Waste Team Leader	1		1	1	1	1
Coordinator, Waste & Cleansing	1	Position deleted 17.1.11.	0	0	0	0

**Legend:**

C Contract Employee  
M Market Determined Salary

## Important

This document contains important information about Rockdale City Council. If you do not understand, please visit Council's Customer Service Centre at 2 Bryant Street Rockdale on Monday to Friday from 8.30 am to 4.30 pm. Council Staff will be happy to arrange interpreter services for you.

You may also contact Telephone Interpreter Services in 131 450 and ask them to ring Rockdale City Council on 9562 1666 on your behalf.



Environment  
ISO 14001  
SAI GLOBAL



Quality  
ISO 9001  
SAI GLOBAL



Health & Safety  
AS 4801  
SAI GLOBAL



ROCKDALE  
CITY COUNCIL  
On Historic Botany Bay

### Rockdale City Council

2 Bryant Street Rockdale NSW 2216

T 02 9562 1666 F 02 9562 1777

rcc@rockdale.nsw.gov.au

www.rockdale.nsw.gov.au

## Arabic

هام:

تحتوي هذه الوثيقة على معلومات هامة عن بلدية روكدايل. إذا لم تكن قادراً على فهمها، يرجى زيارة مركز خدمة زبائن البلدية على العنوان التالي: 2 Bryant Street في روكدايل من الإثنين إلى الجمعة بين الساعة ٨,٣٠ صباحاً و ٤,٣٠ مساءً، والسبت بين الساعة ٩,٠٠ صباحاً و ١,٠٠ بعد الظهر حيث سيقوم موظفو البلدية بتأمين مترجم لك بكل سرور.

كما يمكنك الاتصال بخدمة الترجمة الهاتفية على الرقم 131 450 والطلب منهم الاتصال ببلدية روكدايل على الرقم 9562 1666 نيابةً عنك.

## Italian

### Importante:

Questo documento contiene importanti informazioni sul Comune di Rockdale City. Se avete difficoltà a comprenderne il contenuto, recatevi presso il Customer Service Centre del Comune a 2 Bryant Street, Rockdale dal lunedì al venerdì dalle ore 8.30 alle 16.30 e al sabato dalle 9.00 alle 13.00. Il personale del Comune sarà ben lieto di procurarvi un servizio interpreti.

Potete anche chiamare il Servizio telefonico interpreti (TIS) al numero 131 450 chiedendo che telefoni per vostro conto al Comune di Rockdale City al numero 9562 1666.

## Chinese

### 重要消息

本文件載有關於 Rockdale 市政府的重要資訊，如果您有不明之處，請於星期一至星期五，上午8時30分至下午4時30分，及星期六上午9時至下午1時，前來位於 2 Bryant Street, Rockdale，市政府的顧客服務中心。市政府的職員會很樂意為您安排傳譯員的服務。

您也可以聯絡電話傳譯服務處，電話 131 450，並請他們代您致電 9562 1666 給 Rockdale 市政府。

## Macedonian

### Важно:

Овој документ содржи важни информации за Rockdale City Council (Градската општина на Rockdale). Ако не го разбирате, ве молиме, посетете го општинскиот Customer Service Centre (Центар за услуги на клиенти), кој се наоѓа на 2 Bryant Street, Rockdale, од понеделник до петок, од 8.30 наутро до 4.30 попладне и во сабота од 9.00 наутро до 1.00 попладне. Вработените во општината со задоволство ќе ви организираат да користите преведувач.

Исто така, можете да телефонираме во Telephone Interpreter Services (Служба за преведување по телефон) на 131 450, и да ги замолиме во ваше име да се јават во Градската општина на Rockdale на 9562 1666.

## Greek

### Σημαντικό:

Αυτό το έγγραφο περιέχει σημαντικές πληροφορίες για τη Δημαρχία Rockdale City Council. Αν δεν τις καταλαβαίνετε, παρακαλείσθε να επισκεφτείτε το Κέντρο Εξυπηρέτησης Πελατών [Customer Service Centre] του Δήμου στο 2 Bryant Street, Rockdale, Δευτέρα - Παρασκευή από 8.30πμ - 4.30μμ και Σάββατο από 9.00πμ - 1.00μμ. Το Προσωπικό του Δήμου θα χαρεί να κανονίσει υπηρεσίες διερμηνέων για σας.

Μπορείτε επίσης να επικοινωνήσετε με τις Τηλεφωνικές Υπηρεσίες Διερμηνέων [Telephone Interpreter Services] στο 131 450 και να τους ζητήσετε να τηλεφωνήσουν στο Rockdale City Council στο 9562 1666 για λογαριασμό σας.

## Spanish

### Importante:

Este documento contiene información importante sobre el Rockdale City Council (Municipio de Rockdale). Si no la entiende, le rogamos concurrir al Centro de Servicio al Cliente del Municipio, ubicado en 2 Bryant Street, Rockdale, atención de lunes a viernes, de 8:30 am a 4:30 pm y el sábado de 9:00 am a 1:00 pm. El personal del municipio se complacerá en obtener los servicios de un intérprete para usted.

Puede asimismo llamar al Servicio Telefónico de Intérpretes al 131 450 y pedirles que llamen de su parte al Rockdale City Council, teléfono 9562 1666.