Workforce Planning at Moorabool Shire



Moorabool Shire Council has developed a strategic workforce plan through data gathering of our current state, and analysis of our future requirements. Our workforce plan will ensure we have the right people, with the right skills, at the right time, in the right roles and locations to effectively deliver excellent customer service to our community, and achieve our Council Plan Objectives.



Our Staff in numbers

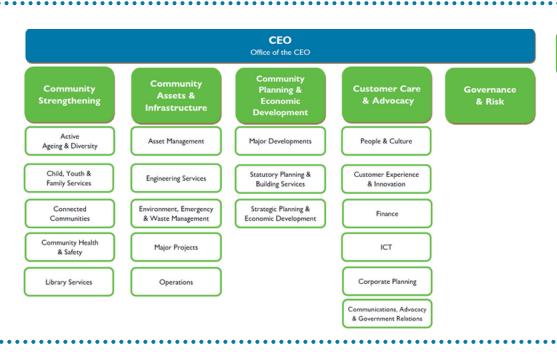
53.8% of our workforce is Female

40.4% of our workforce is Male

We have 294 staff members, the equivalent of 273.2 FTE

Average Age of our workforce is 47.4 years

The average tenure of our staff is 7.78 years

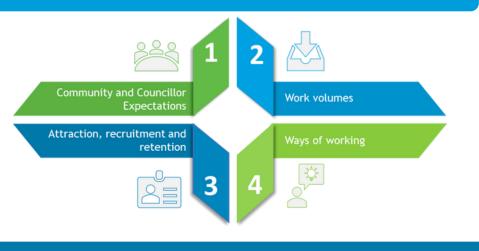


Gender Equality, diversity and inclusiveness

As an employer, a service provider and a touch point for all residents, Moorabool Shire Council is in a visible position to role model gender equality, diversity and inclusiveness across our diverse community. We will empower people from all walks of life to contribute and be valued for their broad range of skills and experiences.







Workforce Action Plan

Invest in the workforce **Enhance Council's culture** Invest in the workforce by providing development Enhance the organisational culture with a goal to boosting employee engagement, attraction, retention, toring and talent management opportunities morale and satisfaction **Workforce Plan** $\overline{\mathbf{U}}$ **=**• Attract experienced and skilled professionals to Balance workload demands the Council Apply a combination of solutions to meet current and Review existing employment structures and recruitment future workload demands with available resources

Roadmap to meet future demand

2021

♦ 2025

Priority 1 actions

- **1.1** Development and implementation of Council's People Strategy to guide Culture Change
- **2.1** Ongoing implementation of a structured approach to training and development through the Learning and Development Framework supported by appropriate systems and technology
- **3.1** Development and implementation of an Employee Value Proposition (EVP)
- **3.2** Development and implementation of an Attraction & Retention strategy
- **3.3** Establish and maintain ongoing support for flexible work practices that support staff attraction and retention
- 4.1 Council submissions and reports to include approval for resources required with the initial and ongoing outcomes of Council approved projects and developments
- of a Service Planning Framework to identify opportunities for efficiencies

Priority 2 actions

- **1.2** Refine the employee value proposition and market it as part of our attraction strategy and recruitment campaigns
- 1.3 Encourage leaders to better understand the impacts of their leadership style on employee engagement
- **2.2** Align the Annual L&D programs to meet the requirements of both the core capabilities and technical capabilities
- **3.4** Integrate the capability framework with Position Description and recruitment activity including
- **4.3** Undertake a process review to identify possible efficiencies and removal of unnecessary processes to focus on key priorities and outputs to deliver the right service at the right time, and allocate resources

Priority 3 actions

- **1.4** Build a diverse workforce that supports the implementation of initiatives included in the Council's Gender Equality Action Plan
- **2.3** Development of a job family matrix inclusive of core capabilities and role-based technical capabilities, including assessment of required proficiencies
- 2.4 Development of a Technical Capabilities framework for Counci roles
- **2.5** Develop succession plans for all business-critical roles as the priority and more broadly across all roles at Moorabool to direct and support
- **4.4** Undertake a review of Service Unit Position Descriptions and position accountabilities to ensure the activities of the role are aligned to actual activities and priorities

Priority 4 actions

- 2.6 Support and role model management practices that support capability development and career progression opportunities including mentoring, training, internal secondments and higher duties
- **2.7** Identify and record the individual capabilities of the workforce to more effectively support specialist skill needs or short-term projects from existing resources.
- **3.5** Undertake a banding review across neighbouring Councils to determine ability to compete with the market
- **4.5** Investigate and implement options to improve or adopt system or technology to remove manual or duplicative processes

Measures of Success



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Improved alignment between Councillor and Community expectations, committments and service delivery



Balanced work volumes through a sustained approach to ongoing revew and process improvement



Culture that is high-performing and engaged, committed to delivering outcomes for the community in which we work and live



Attraction, recruitment and retention strategies and activities that ensures Moorabool is a destintion employer



Capabilities that ensure the workforce is well equipped to meet the current and emerging service delivery needs and committments



Succession Planning & Talent Management that reduces produtvity loss associated with long term vacancies, and supports internal promotion opportunity