

# 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.

THE CASE FOR GENDER EQUALITY:	OUR VISION FOR THE FUTURE:
What are the benefits of gender equality for our workplace?	What will gender equality look, feel and be like in our workplace in 2025?
<ul style="list-style-type: none"> <li>Retaining and attracting the right people</li> <li>A safe, joyous and inclusive workplace culture</li> <li>Leading by example and setting a strong foundation for future generations</li> </ul>	<p>Moorabool Shire Council is an inclusive and diverse organisation, with a culture and pathways that support people to maximise their ability and bring their whole selves to work.</p>

## Current Challenges



## Workforce Action Plan



## Roadmap to meet future demand



### 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
- 4.2 Development and implementation 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 Descriptions and recruitment activity including interview assessment
- 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 accordingly

### 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 Council 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 investment in employee development
- 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 systems or technology to remove manual or duplicative processes

## Measures of Success



- Improved alignment between Councillor and Community expectations, commitments and service delivery
- Balanced work volumes through a sustained approach to ongoing review 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 destination employer
- Capabilities that ensure the workforce is well equipped to meet the current and emerging service delivery needs and commitments
- Succession Planning & Talent Management that reduces productivity loss associated with long term vacancies, and supports internal promotion opportunity