

# EASTERN METROPOLITAN REGIONAL COUNCIL

## Workforce Plan

2020 - 2024



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## 1. INTRODUCTION

The Eastern Metropolitan Regional Council's (EMRC) **Workforce Plan 2019 to 2023** articulates the strategies to build an adaptable, resilient and sustainable workforce and focuses on current and future employee needs to ensure that the EMRC has the right people, in the right roles, at the right time to deliver services to our stakeholders.

The EMRC's **Workforce Plan 2019 to 2023** has been developed to outline strategies and initiatives to attract and retain a capable, efficient and effective workforce with the capacity to deliver on the EMRC's strategic and operational plans. It describes the working context sets out a series of actions that will be taken to ensure that the organisation has the capability and capacity to provide the highest quality of service to internal and external stakeholders.

This **Workforce Plan 2019 to 2023** also demonstrates the EMRC's commitment to furthering the principles, and meeting the objectives of the *Equal Opportunity Act 1984* and the *Disability Services Act 1993*<sup>1</sup>, by setting out strategies to ensure that all individuals receive equal employment opportunity, fair treatment and the same rights and opportunities as others.

Our strategies for the next five years are designed around the Key Focus Areas of:

- Equal Employment Opportunity;
- High Performance;
- Attraction, recruitment and retention; and
- Health and wellbeing of our workforce.

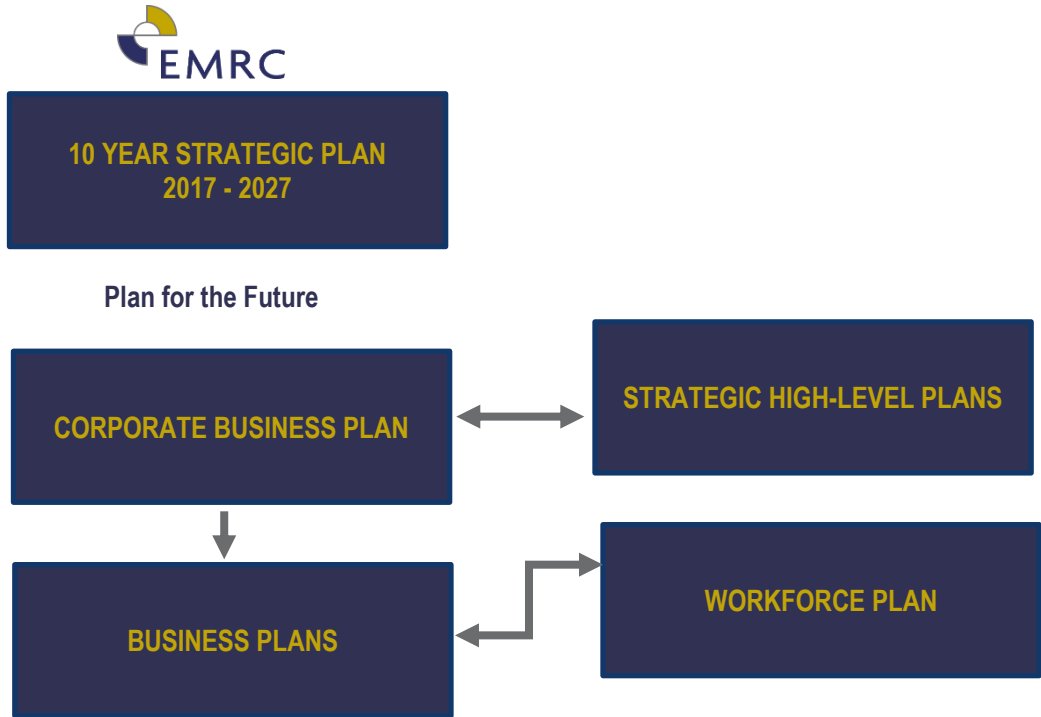
## 2. INTEGRATED PLANNING FRAMEWORK

The **Workforce Plan 2019 to 2023** is aligned to the EMRC's 10 Year Strategic Plan through the following:

### Key Result Area 3 - Good Governance

OBJECTIVES		STRATEGIES	
3.3	To provide responsible and accountable governance and management of the EMRC	3.3.4	Review and implement the Disability Access and Inclusion Plan
3.5	To improve organisational culture, health, welfare and safety	3.5.1	Review and implement the Workforce Plan
		3.5.2	Review and implement the Occupational Safety and Health Plan

<sup>1</sup> Refer to the EMRC's Disability Access and Inclusion Plan 2018 to 2023



**3. WORKFORCE PLANNING PROCESS**



The key steps in developing and implementing the EMRC's Workforce Plan 2019 to 2023 are:

### **3.1. Workforce Analysis**

- A review of the EMRC's long term strategic direction
- A review of the Workforce Plan 2013 to 2017
- An analysis of the EMRC's current workforce profile
- Research into workforce trends

### **3.2. Needs Forecast**

- A consideration of the EMRC's current and future workforce needs and requirements
- The skills currently available in our workforce
- The skills that were required to deliver the EMRC's strategic and operational plans

### **3.3. Gap Analysis**

- Findings from the workforce requirements and skills analysis enabled the EMRC to identify gaps between current and future workforce demand and supply.

### **3.4. Strategies and Actions**

- Strategies and actions have been developed to address gaps with a core focus on:
  - ⇒ Equal Employment Opportunity;
  - ⇒ High Performance;
  - ⇒ Attraction, recruitment and retention; and
  - ⇒ Health and wellbeing of our workforce.

### **3.5. Implementation Plan**

- The strategies and actions will be implemented in accordance with key timeframes and budgetary considerations, which will be determined during the annual business planning process.
- Each action has been allocated a responsible officer

### **3.6. Monitoring, Evaluation and Reporting**

- Ongoing review of the Workforce Plan 2019 to 2023 will be undertaken through the EMRC's Corporate Planning and reporting process.
- Annual progress reports will be provided to Managers and the Executive Management Team

### **3.7. Compliance Requirements**

To meet the requirements under the Equal Employment Opportunity Act 1984 (EO Act) public authorities must submit their integrated workforce and diversity plans to the Director of Equal Opportunity in Public Employment (DEOPE) once it has been prepared and endorsed. The DEOPE must be satisfied with the extent to which authorities meet their obligations under the EO Act.

#### 4. ANALYSIS OF THE WORKFORCE PLAN 2013 TO 2017

A review of the previous Workforce Plan 2013 to 2017 has been undertaken and is provided below:

##### FOCUS AREA ONE PEOPLE AND LEADERSHIP DEVELOPMENT

OBJECTIVE	ACTIONS ACHIEVED	COMMENTS
1.1 Develop a values based culture	<ul style="list-style-type: none"> <li>➤ Values posters were developed and placed at all EMRC sites.</li> <li>➤ New employees were trained on EMRC values</li> <li>➤ Ongoing information on EMRC values was provided to employees through HR newsletters, employee information sessions, toolbox meetings etc.</li> <li>➤ Rewards and Recognition Program (R&amp;R) and Employee Suggestion Program (ESP) were developed</li> <li>➤ Values based questions were included in the interview processes</li> <li>➤ Senior employees are expected to model required behaviours</li> <li>➤ All employees are expected to display required behaviours</li> </ul>	⇒ ESP has not been as successful as the R&R
1.2 Provide professional and career development opportunities	<ul style="list-style-type: none"> <li>➤ Each directorate has been provided a training budget</li> <li>➤ An annual training and development plan is prepared each year following performance reviews</li> <li>➤ Managers tracked and implement employee members' personal training plans</li> <li>➤ A monthly report on training was provided to the EMT</li> <li>➤ Group training sessions were organised, as required (Project Management, Local Government Act, Governance and Meeting procedures, developing winning presentations, TRIM, First Aid and CPR, MS Office suite, Contract Management)</li> <li>➤ Study assistance program continued</li> </ul>	⇒ A skills matrix is under development and this will assist in identifying current and future skills gaps
1.3 Develop leadership at all levels	<ul style="list-style-type: none"> <li>➤ Employees were cross-skilled to support succession planning</li> <li>➤ Managers and Team Leaders were involved in an 18 month "Developing EMRC's Leaders" program</li> <li>➤ Employees were provided opportunities to participate in conferences, forums and networking meetings</li> <li>➤ Employees were provided development opportunities:</li> <li>➤ LGMA project management</li> <li>➤ Local Government Youth Development program</li> <li>➤ Support in applying for and completing requirements related to the Local Government Youth Scholarship program</li> </ul>	⇒ A capability framework requires development. This will consolidate all the work that has been done to date to develop a high-performance workforce.
1.4 Develop Organisational Capability	<ul style="list-style-type: none"> <li>➤ New Managers received coaching from the HR Manager on various processes:</li> <li>➤ Recruitment</li> <li>➤ Performance management</li> <li>➤ Grievances</li> <li>➤ Ongoing training was provided to employees on code of conduct, integrity, workplace behaviour, grievances etc.</li> </ul>	

**FOCUS AREA TWO      ATTRACTION AND RETENTION**

	<b>OBJECTIVE</b>	<b>ACTIONS ACHIEVED</b>	<b>COMMENTS</b>
2.1	Promote EMRC as an Employer of Choice	<ul style="list-style-type: none"> <li>➤ The EMRC's "Benefits of Working at EMRC" brochure was reviewed and improved</li> <li>➤ Benefits were promoted during interviews and inductions</li> <li>➤ The Employment page on the public website was reviewed and improved</li> </ul>	<ul style="list-style-type: none"> <li>⇒ Corporate Social Responsibility opportunities require investigation</li> <li>⇒ Opportunities to promote EMRC at expos, university career days to be investigated</li> </ul>
2.2	Attract the right employee regardless of a skill shortage	<ul style="list-style-type: none"> <li>➤ Work experience opportunities were provided to university graduates and ongoing employment was offered to a number of them</li> <li>➤ An Apprenticeship program was designed and offered to a employee member at Red Hill</li> <li>➤ A number of current employees were supported by the EMRC to complete a traineeship (Cert IV in Business)</li> </ul>	<ul style="list-style-type: none"> <li>⇒ A graduate program / traineeship program to be investigated</li> </ul>
2.3	Recruit a talented workforce	<ul style="list-style-type: none"> <li>➤ The recruitment process was reviewed and improved in partnership with the Executive Team and Managers</li> <li>➤ A "How to Recruit" guide was developed</li> <li>➤ Managers and Team leaders were provided training to assist them in developing skills in the selection of suitable employee</li> </ul>	
2.4	Develop and retain a workforce that feels valued and enjoys coming to work	<ul style="list-style-type: none"> <li>➤ The Service Recognition Program continued</li> <li>➤ The Rewards and Recognition Program continued</li> <li>➤ Employee benefits continued: <ul style="list-style-type: none"> <li>⇒ Employee Assistance Program</li> <li>⇒ Health and Well being</li> <li>⇒ Study Assistance</li> <li>⇒ Salary Packaging</li> </ul> </li> <li>➤ The employee survey was implemented over a 3 year period and was used to develop new initiatives: <ul style="list-style-type: none"> <li>⇒ R&amp;R, ESP</li> <li>⇒ Improvements to employee information sessions and toolbox meetings</li> <li>⇒ HR newsletter</li> <li>⇒ Internal communication</li> </ul> </li> <li>➤ Employee events were developed to create fun at work <ul style="list-style-type: none"> <li>⇒ Tree planting days</li> <li>⇒ FUNtastic Five</li> <li>⇒ Christmas competition (recycled decorations)</li> <li>⇒ Employee Christmas party</li> </ul> </li> <li>➤ Melbourne Cup</li> </ul>	<ul style="list-style-type: none"> <li>⇒ A number of the initiatives have now discontinued and will require to be reviewed and revived (where possible)</li> </ul>

### FOCUS AREA THREE KNOWLEDGE MANAGEMENT

OBJECTIVE	ACTIONS ACHIEVED	COMMENTS
3.1 Develop systems to ensure that corporate knowledge is shared	<ul style="list-style-type: none"> <li>➤ Internal communication was enhanced:               <ul style="list-style-type: none"> <li>↳ Corporate information was provided at employee information session and toolbox meetings</li> <li>↳ Information on Council resolutions were provided during Directorate meetings</li> <li>↳ Managers shared organisational information at their <b>Team meetings</b></li> </ul> </li> <li>➤ The induction process was reviewed and improved</li> <li>➤ The Intranet and EMRC public websites were reviewed and updated</li> </ul>	
3.2 Develop systems to ensure that corporate knowledge is retained	<ul style="list-style-type: none"> <li>➤ Employees who left the organisation completed an Exit Interview / Knowledge Transfer notes</li> <li>➤ Employees were required to complete hand over notes prior to leaving the organisation</li> <li>➤ Records management system continued to be used and employee received training on managing corporate records.</li> </ul>	<ul style="list-style-type: none"> <li>⇒ Exit interviews are not being analysed to identify trends</li> <li>⇒ Ongoing TRIM Training will be required</li> </ul>

### FOCUS AREA FOUR PERFORMANCE MANAGEMENT

OBJECTIVE	ACTIONS ACHIEVED	COMMENTS
4.1 Align performance management system with the achievement of strategic goals	<ul style="list-style-type: none"> <li>➤ Values were integrated into the performance management system</li> <li>➤ Training on performance management was provided to team leaders and managers</li> <li>➤ Training on performance expectations was provided to employees</li> <li>➤ HR intranet page was updated with relevant templates and processes</li> <li>➤ Policies and management guidelines continued to be developed and reviewed where required</li> <li>➤ Ongoing training / information was provided to employees on various systems and processes.</li> </ul>	<ul style="list-style-type: none"> <li>⇒ Due to the high turnover there is a continued need to re-focus on values and expected behaviours</li> </ul>

### FOCUS AREA FIVE PLANNING AND SUSTAINABILITY

OBJECTIVE	ACTIONS ACHIEVED	COMMENTS
6.1 Ensure workforce planning aligns with EMRC's future requirements	<ul style="list-style-type: none"> <li>➤ Managers developed business cases for recruitment to ensure that their business unit structure met strategic requirements</li> <li>➤ Position descriptions, organisational charts and organisational data (workforce profile, diversity etc.) were maintained</li> <li>➤ The Workforce Plan was used to drive the HR business unit's annual business plan</li> </ul>	<ul style="list-style-type: none"> <li>⇒ It had been intended to provide an annual report against the Workforce Plan to the EMT. This was not achieved.</li> </ul>



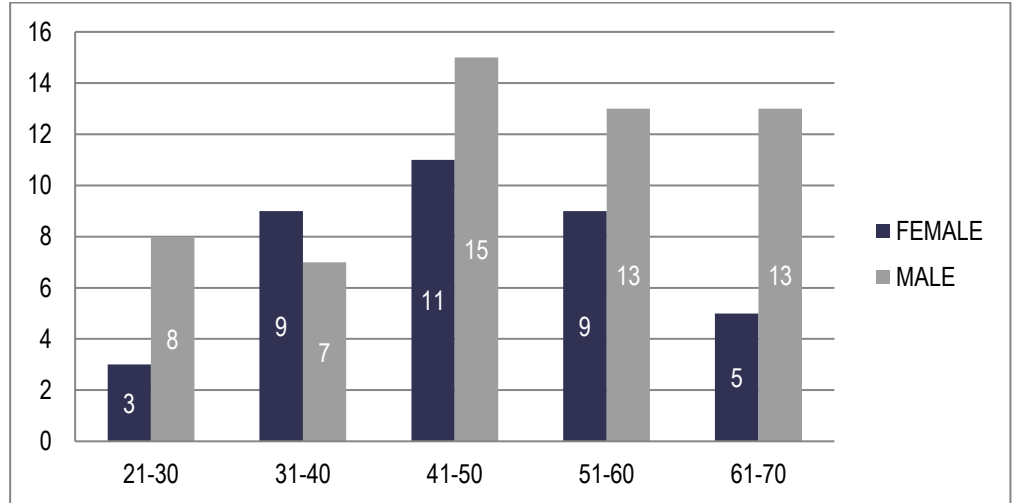
**FOCUS AREA SIX**
**HUMAN RESOURCES SYSTEMS**

OBJECTIVE	ACTIONS ACHIEVED	COMMENTS
5.1 Improve HR Systems and Processes	<ul style="list-style-type: none"> <li>➤ The HR system (Synergy Soft) was developed and is now used to maintain personnel records</li> <li>➤ Key HR processes were mapped using the Business Management System (BMS). These included:               <ul style="list-style-type: none"> <li>↳ Recruitment</li> <li>↳ Termination</li> <li>↳ Performance management</li> <li>↳ Grievances</li> </ul> </li> <li>➤ HR processes continued to be reviewed and improved</li> <li>➤ HR risks continued to be identified and controls / mitigations implemented</li> <li>➤ Industrial Relations legislative requirements continued to be monitored and was used to drive changes in policy and procedures, where required.</li> </ul>	<ul style="list-style-type: none"> <li>⇒ An ongoing project is the implementation of an HR Kiosk, which will enable employees to view their personal details via the intranet.</li> <li>⇒ This project has not progressed and is unlikely to be implemented due to limitations of the current payroll system and integration issues with the intranet.</li> </ul>
5.2 Develop and administer effective HR policies and Management Guidelines	<ul style="list-style-type: none"> <li>➤ Management Guidelines continued to be developed and reviewed as required</li> <li>➤ HR forms were aligned to current policy and procedures</li> <li>➤ HR forms were moved from Word to Adobe format</li> <li>➤ Injury management and workers compensation procedures were reviewed and improved.</li> </ul>	
5.3 Build supplier and contractor relationships	<ul style="list-style-type: none"> <li>➤ EMRC's Preferred Supplier Panel (refer Tender 2012-13) was used to source temporary labour</li> <li>➤ Regular meetings were held with tenderers to ensure that they were providing a quality service to the EMRC.</li> <li>➤ A decision to utilise the WALGA panel from mid-2017 onwards was made.</li> </ul>	

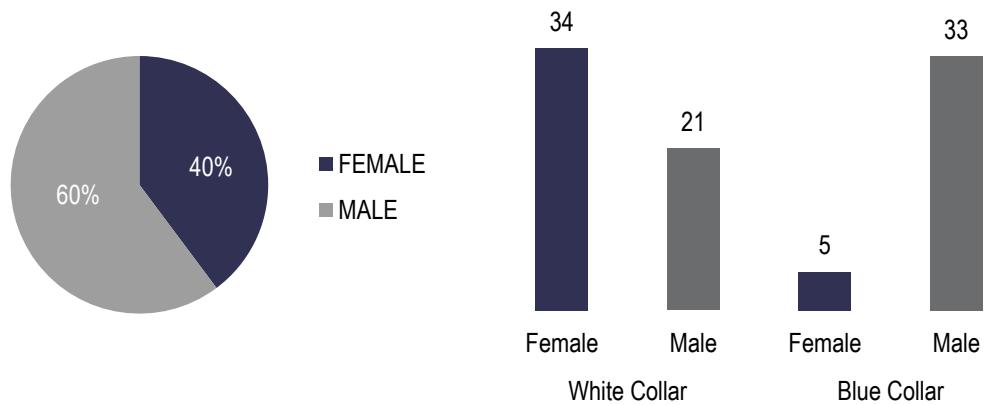
## 5. WORKFORCE ANALYSIS

### 5.1. The EMRC's Demographics

#### 5.1.1. Gender



Graph 1 – Gender by age (31 March 2018)

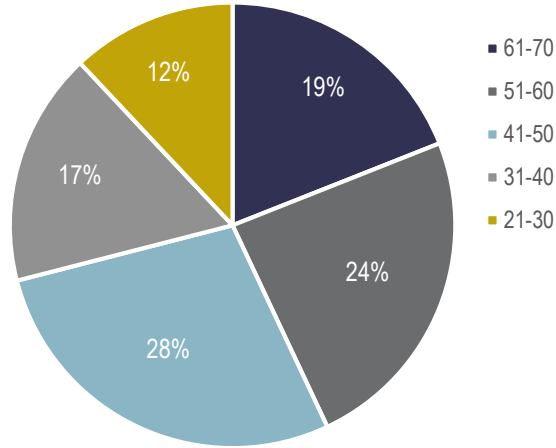


Graph 2 – Gender distribution (31 March 2018)

As can be seen in the above graphs the overall workforce representation is currently predominately male, particularly in the blue collar workforce. Some of the priorities for the EMRC are to ensure that:

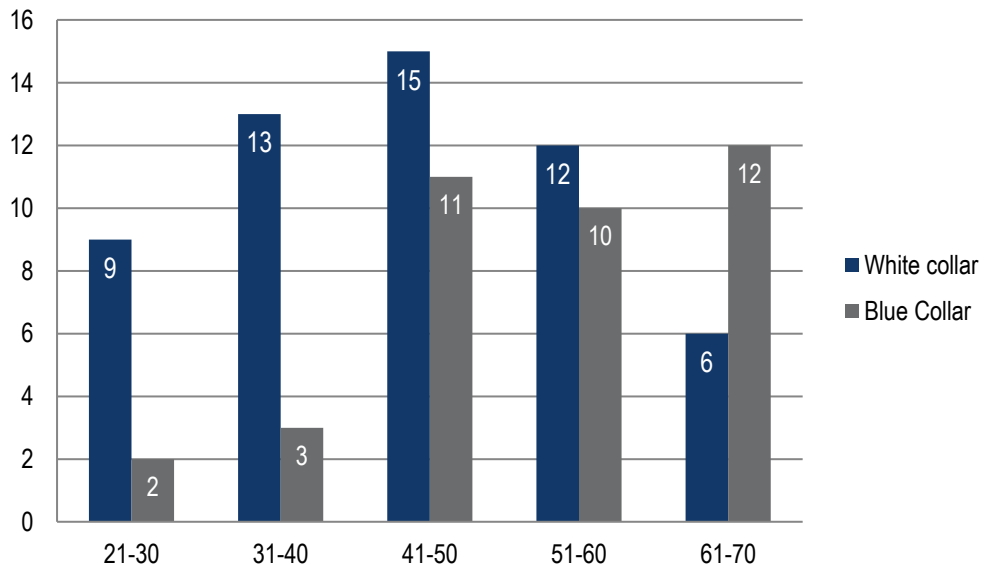
- the workplace culture embraces diversity and equal employment opportunity
- the working environment is inclusive safe and flexible and meets the needs of all employees

### 5.1.2. Age



Graph 3 – Age distribution (March 2018)

### 5.1.3. Work Type by Age

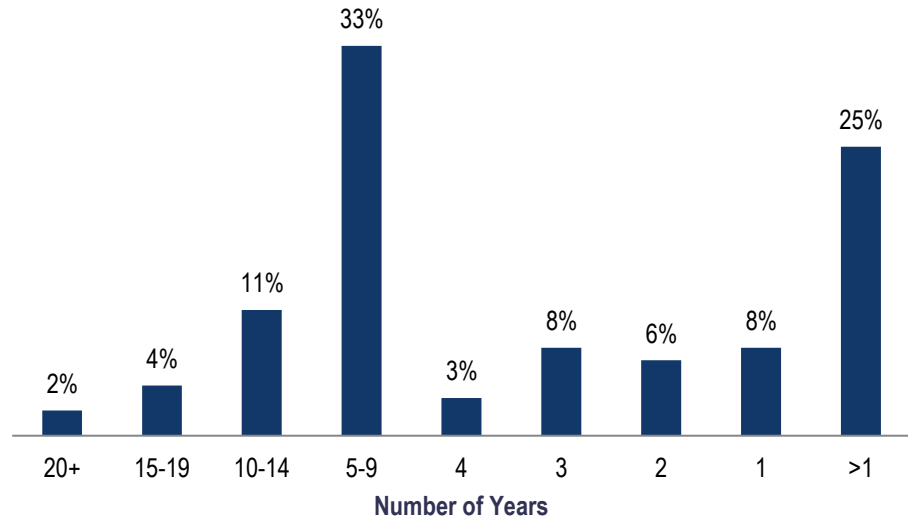


Graph 4 – Work type by Age (March 2018)

As can be seen in the above graphs the EMRC workforce is highly skewed to the older age groups. Many of these employees are engaged in the operations area (Red Hill, Hazelmere and Transfer Stations). Some of the priorities for the EMRC are to:

- More formally capture intentions of retirement from its older employees
- Develop phased retirement options
- Develop targeted succession planning for critical roles.
- Up-skill the workforce (through mentoring, higher duties, etc.)

#### 5.1.4. Tenure



Graph 5 – Tenure at the EMRC (2017 - 2018)

The above graph provides an overview of tenure at the EMRC during 2017/2018. The EMRC's turnover during that period was 22.97%, which is higher than the average turnover in local government for 2017 (approximately 12%). From information collected through exit interviews the top reasons for voluntary departure from the EMRC in recent years have been:

- Remuneration and benefits
- Career advancement
- Resourcing issues
- Training opportunities
- Desire for more meaningful work
- Internal bureaucracy
- Work/life balance

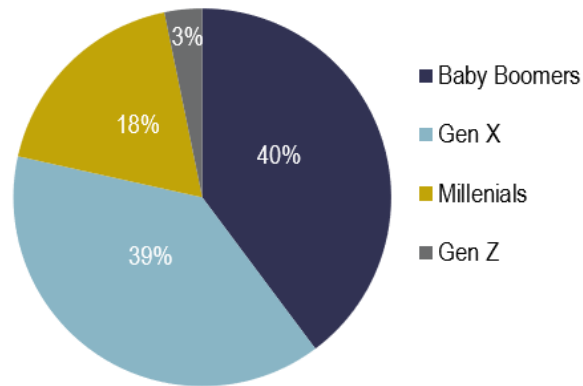
More than a quarter of the workforce has worked at the organisation for less than 12 months and this placing pressure on managers and supervisors to ensure that the employees receive appropriate training and supervision to undertake their role. In addition over the past 3 years (2016 to 2018):

- 5% of employees leaving had worked for EMRC for less than 2 years
- 20% had worked for between 2 and 5 years

In light of this, some of the priorities for the EMRC are to ensure that:

- Remuneration and benefits are relevant to workforce needs
- Processes are reviewed and improved
- The workforce is up-skilled (through mentoring, higher duties, etc.)
- The focus on skills development continues (through formal and informal training)

### 5.1.5. Generational Distribution



Graph 6 –Generational distribution (March 2018)

The above graph provides an overview of generations who worked at the EMRC during 2017/2018. The differing characteristics of each generation require adjustments and flexibility in management style, organisational culture and structure of the workplace.

Some of the priorities for the EMRC are to ensure that:

- Strategies are in place to support generational differences
- Risks associated with an aging workforce are managed
- Succession planning and career development is a key focus

OBJECTIVE	ACTIONS ACHIEVED	COMMENTS
<b>Baby Boomers</b> (1945 to 1964) ↕ Currently 42% of the workforce ↕ Predicted to be 11% of the workforce by 2020	➤ Career focused ➤ Independent ➤ Workaholic ➤ Self-reliant ➤ Competitive ➤ Resourceful ➤ Live to work	➤ Formal communication ➤ Introduce change gradually ➤ Offer work that allows them to advance in their careers and keep work interesting (e.g. promotions, mentoring)
<b>Generation X</b> (1965 to 1980) ↕ Currently 44% of the workforce ↕ Predicted to be 37% of the workforce by 2020	➤ Individualistic ➤ Entrepreneurial ➤ Self sufficient ➤ Dislike being micro managed ➤ Technologically adept ➤ Adaptive to change ➤ Less committed to one employer ➤ Work to live	➤ Flexible work practices ➤ Empowerment ➤ Freedom and flexibility ➤ Embrace a hands-off management style ➤ Introduce fun at work and espouse a work hard/play hard mentality
<b>Millennials</b> (1980 to 1994) ↕ 14% in workforce today ↕ Predicted to be 42% of workforce by 2020	➤ Technology savvy ➤ Communicate via email and SMS ➤ Prioritise family over work ➤ Confident ➤ Seek challenge ➤ Team oriented ➤ Crave attention, feedback and guidance	➤ Email communication ➤ Webinars and online learning ➤ Meaningful work and solid learning curve ➤ Team work ➤ Constant feedback and communication
<b>Gen Z</b> (1994 to 2004)	➤ Do not know life without technology ➤ Collaborative and creative ➤ Verbal communication skills questionable ➤ Short attention span ➤ Environmentally aware ➤ Global and anti-discriminatory outlook ➤ Protected by parents ➤ Not used to conflict	➤ Use multiple forms of communication ➤ Encourage opportunities for collaboration and team work ➤ Be flexible ➤ Be prepared for less commitment to a single employer ➤ Provide direction and feedback ➤ Encourage environmental responsible work practices ➤ Give room for innovation ➤ Meaningful work

## 6. FORECASTING WORKFORCE NEEDS

A key objective of workforce planning is to build a resilient, capable and sustainable organisation. The Workforce Plan 2019 to 2023 takes into account the factors that are likely to impact on the workforce over the next five years.

### 6.1. Strategic Direction

The EMRC is planning to deliver a number of significant projects over the next five years:

- Finalisation of the Waste Supply Agreement to divert waste to the new Resource Recovery Facility at East Rockingham
- Development of the Hazelmere Resource Recovery Park (HRRP)
- Ongoing operation and development of the Red Hill Waste Management Facility and new projects including:
  - Food and Garden Organic waste (FOGO)
    - ⇒ Liquid Waste Facility
- Review of the EMRC Establishment Agreement
- Implementation of key projects to the benefit of the communities within Perth's Eastern Region
- Advocacy for investment into Perth's Eastern Region

### 6.2. Challenges

- The range of revenue sources available to the EMRC is constrained. There is a reliance on grants and member Council's contributions for regional project funding. Funding discussions are held with member Councils annually and there is no guarantee of commitment to ongoing projects. This has impacted on the ability to offer ongoing employment to employees. There are also implications for how the EMRC will continue to provide responsive and professional services to member Councils, at acceptable service levels with the increasing pressures to do more with less.
- The finalisation of the Waste Supply Agreement to divert waste to the new Resource Recovery Facility at East Rockingham will result in reduced tonnages accepted at the Red Hill Waste Management Facility. This has a potential to impact on employee levels, as well as funding for certain projects. The development of the Hazelmere Resource Recovery Park (Woodwaste to Energy Plant, Materials Recovery Facility) will result in the requirement for additional employees, which presents an opportunity to develop a flexible workforce.
- The EMRC has undertaken a large volume of recruitment work over the last three years, as a result of employee turnover and new positions (HRRP). There has been some difficulty in sourcing suitable applicants for Professional roles, as would be expected within a highly competitive labour market.
- There are a number of skills gaps present within the workforce, particularly in areas of financial management and project management.
- The EMRC continues to face challenges in attracting and retaining highly skilled employees and there is a need to develop competitiveness with the private sector. As such the ability to 'sell' the organisation's benefits to compensate for salary gaps will be important.
- There are limited career and progression opportunities within the organisation, and this has impacted on employee retention.
- The EMRC offers employees various benefits such as work/life balance, flexi-time and health and wellbeing programs. However the organisation is consistently falling behind in monetary increases.
- The EMRC's workforce is aging and this creates challenges in ensuring workers are fit for the duties of their current roles.

### 6.3. Services and Skills

The services and programs that are planned over the next five years are articulated in the EMRC's 5 year Corporate Business Plan 2018/2019 to 2022/2023.

The table below provides details of the services and the technical skills that will be required to deliver outcomes.

OBJECTIVE	ACTIONS ACHIEVED	COMMENTS
<b>CEO's Office</b>	<ul style="list-style-type: none"> <li>➤ Advocacy</li> <li>➤ Public relations</li> <li>➤ Governance and strategic risk</li> <li>➤ Strategic and corporate planning</li> <li>➤ Organisational development</li> </ul>	<ul style="list-style-type: none"> <li>➤ Governance</li> <li>➤ Risk Management</li> <li>➤ Integrated planning and reporting</li> <li>➤ Legislative compliance</li> <li>➤ Public Relations and Marketing</li> </ul>
<b>Waste Engineering and Operations</b>	<p><b>Red Hill Waste Management Facility</b></p> <ul style="list-style-type: none"> <li>➤ Classes I, II, III &amp; IV Waste</li> <li>➤ Transfer station – Red Hill</li> <li>➤ Greenwaste Processing</li> <li>➤ Liquid waste</li> <li>➤ FOGO</li> <li>➤ Exports: Ferricrete and Gas</li> </ul> <p><b>Transfer Stations</b> (Operated by EMRC on behalf of the Shire of Mundaring)</p> <ul style="list-style-type: none"> <li>➤ Coppin Road</li> <li>➤ Mathieson Road</li> </ul> <p><b>Engineering</b></p> <ul style="list-style-type: none"> <li>➤ Surveys</li> <li>➤ Engineering design and project management</li> </ul>	<p><b>Skills/License related to operation of:</b></p> <ul style="list-style-type: none"> <li>➤ Hooklift</li> <li>➤ Tip truck</li> <li>➤ Forklift</li> <li>➤ Excavator</li> <li>➤ Grader</li> <li>➤ Dozer</li> <li>➤ Track Loader</li> <li>➤ Compactor</li> <li>➤ Chainsaw</li> <li>➤ High</li> </ul> <p><b>Qualifications</b></p> <ul style="list-style-type: none"> <li>➤ Civil Engineering</li> <li>➤ Surveying</li> <li>➤ Project Management</li> </ul>
<b>Waste Environmental Operations</b>	<ul style="list-style-type: none"> <li>➤ Waste Assessment / Acceptance</li> <li>➤ Environmental Compliance</li> <li>➤ Environmental Monitoring</li> <li>➤ Environmental Advice</li> </ul>	<p><b>Qualifications</b></p> <ul style="list-style-type: none"> <li>➤ Environmental Science</li> <li>➤ Chemistry</li> <li>➤ Environmental Management System</li> <li>➤ Environmental Impact Assessment</li> <li>➤ Project management</li> </ul>



OBJECTIVE	ACTIONS ACHIEVED	COMMENTS
Resource Recovery	<b>Hazelmere Resource Recovery Park</b>	
	<b>Development</b> <ul style="list-style-type: none"> <li>➤ Engineering design and project management</li> </ul> <b>Operations</b> <ul style="list-style-type: none"> <li>➤ Mattress processing</li> <li>➤ Timber recycling</li> <li>➤ Wood Waste to Energy Plant</li> <li>➤ Commercial and Industrial Waste Sorting Plant</li> <li>➤</li> </ul>	<b>Qualifications</b> <ul style="list-style-type: none"> <li>➤ Civil engineering</li> <li>➤ Project management</li> </ul> <b>Skills/License related to operation of:</b> <ul style="list-style-type: none"> <li>➤ Hooklift</li> <li>➤ Tip truck</li> <li>➤ Forklift</li> <li>➤ Excavator</li> <li>➤ Grader</li> <li>➤ Dozer</li> <li>➤ Track Loader</li> <li>➤ Compactor</li> <li>➤ High Risk license</li> </ul>
	<b>Waste Education</b> <ul style="list-style-type: none"> <li>➤ Waste Education Centre (Red Hill)</li> <li>➤ Waste Education Programs and Initiatives</li> </ul>	<b>Qualifications</b> <ul style="list-style-type: none"> <li>➤ Education</li> <li>➤ Communication</li> <li>➤ Project Management</li> </ul>
Regional Development	<ul style="list-style-type: none"> <li>➤ Economic Development</li> <li>➤ Integrated Transport Planning</li> <li>➤ Regional Events and Perth's Eastern Region website</li> </ul>	<b>Qualifications</b> <ul style="list-style-type: none"> <li>➤ Economic Development</li> <li>➤ Planning</li> <li>➤ Project Management</li> </ul>
Environmental Services	<ul style="list-style-type: none"> <li>➤ Environmental Projects</li> <li>➤ Natural Resource Management</li> <li>➤ River Management</li> <li>➤ Water Quality and Conservation</li> <li>➤ Climate Change</li> <li>➤ ACER</li> </ul>	<b>Qualifications</b> <ul style="list-style-type: none"> <li>➤ Environmental Science</li> <li>➤ Sustainability</li> <li>➤ Natural Resource Management</li> <li>➤ Project Management</li> <li>➤ Stakeholder Management</li> </ul>
Administration and Compliance	<ul style="list-style-type: none"> <li>➤ Procurement, Fleet &amp; Building (Ascot Place)</li> <li>➤ Compliance</li> <li>➤ Corporate events</li> </ul>	<b>Qualifications</b> <ul style="list-style-type: none"> <li>➤ Governance</li> <li>➤ Procurement</li> <li>➤ Events Management</li> <li>➤ Project Management</li> </ul>
Human Resources	<ul style="list-style-type: none"> <li>➤ Human Resource Management</li> <li>➤ Occupational Safety and Health</li> </ul>	<b>Qualifications</b> <ul style="list-style-type: none"> <li>➤ Human Resource Management</li> <li>➤ Industrial Relations</li> <li>➤ Cert IV OS&amp;H</li> <li>➤ Project Management</li> </ul>
Communications	<ul style="list-style-type: none"> <li>➤ Corporate communications</li> <li>➤ Corporate Websites</li> </ul>	<b>Qualifications</b> <ul style="list-style-type: none"> <li>➤ Marketing</li> <li>➤ Communications</li> <li>➤ Events Management</li> <li>➤ Project Management</li> </ul>
Information Services	<ul style="list-style-type: none"> <li>➤ Help Desk</li> <li>➤ IT Projects</li> <li>➤ Records Management</li> </ul>	<b>Qualifications</b> <ul style="list-style-type: none"> <li>➤ IT</li> <li>➤ Risk Management</li> <li>➤ Records Management</li> <li>➤ Project Management</li> </ul>

OBJECTIVE	ACTIONS ACHIEVED	COMMENTS
<b>Finance Services</b>	<ul style="list-style-type: none"> <li>➤ Financial management and reporting</li> <li>➤ Asset Management</li> <li>➤ Payroll</li> </ul>	<b>Qualifications</b> <ul style="list-style-type: none"> <li>➤ Accounting</li> <li>➤ Payroll</li> <li>➤ Asset Management</li> <li>➤ A good understanding of the Local Government Act, Regulations and Australian Accounting Standards</li> </ul>

In addition to the above technical skills the “generic” skills required for various roles are:

SKILLS	MANAGEMENT	SUPERVISOR	OFFICE EMPLOYEES	OPERATIONS EMPLOYEES
Occupational Safety and Health	✓	✓	✓	✓
Records Management	✓	✓	✓	
Disability Awareness	✓	✓	✓	✓
Equal Employment Awareness	✓	✓	✓	✓
Motivating and Leading	✓	✓		
Emotional Intelligence	✓	✓	✓	✓
Change Management	✓	✓		
Strategic Planning	✓	✓		
Innovation	✓	✓	✓	✓
Coaching and Mentoring	✓	✓		
Decision Making	✓	✓	✓	✓
Interpersonal Skills	✓	✓	✓	✓
Communication	✓	✓	✓	✓
Business Improvement	✓			
Risk Management	✓	✓		
Financial Management	✓			
Conflict Management	✓	✓		
Time Management	✓	✓	✓	✓
Customer Service	✓	✓	✓	✓
Managing Performance	✓	✓		
Recruitment and Interviewing	✓	✓		

## 6.1. Services and Skills

The Workforce Plan 2019 to 2023 outlines key initiatives that EMRC will implement over the next five years to ensure that the organisation has a workforce that meets current and future objectives.

The Workforce Plan 2019 to 2023 is structured around the four focus areas of:

- Equal Employment Opportunity
- High Performance
- Attraction, Recruitment and Retention
- Health, Safety and Wellbeing

References to relevant sections of the Equal Opportunity Act 1984 are indicated within brackets, where applicable (Focus Area One).

**FOCUS AREA ONE - EQUAL EMPLOYMENT OPPORTUNITY**

<b>NO</b>	<b>OBJECTIVE</b>		<b>STRATEGIES</b>	<b>RESPONSIBILITY</b>
1.1	<b>Develop a culture that values EEO and diversity and where the work environment is free from racial and sexual harassment.</b>	1.1.1	Managers and leaders are aware of their EEO responsibilities. 145(2)(a)	CEO Directors Managers
		1.1.2	Equity and diversity events are promoted and celebrated. 145(2)(b)	Human Resources
		1.1.3	Workplace culture is monitored and assessed to determine that it is inclusive and free from harassment and unlawful discrimination. 145(2)(c)	Human Resources
1.2	<b>Ensure that the EMRC is free from employment practices that are biased or discriminate unlawfully against employees or potential employees.</b>	1.2.1	Recruitment and selection practices provide equal opportunity and flexibility for all employees and potential employees. 145(2)(d)	Human Resources
		1.2.2	Employee terminations are monitored through exit interviews. Outcomes are evaluated to determine emerging patterns. 145(2)(c)	Human Resources
1.3	<b>Develop employment programs and practices that recognise and include strategies for EEO groups to achieve workforce diversity.</b>	1.3.1	Demographic data is systematically collected to monitor and report on the progress of all diversity groups. 145(2)(c)	Human Resources
		1.3.2	Workforce planning incorporates appropriate strategies to attract and retain employees from diversity groups. 145(2)(e)	Human Resources
		1.3.3	Advertising methods are enhanced to attract diverse applicants. 145(2)(d)	Human Resources
1.4	<b>Maintain a relevant and achievable Workforce and EEO management plan through communication, review and amendment and evaluation</b>	1.4.1	The EEO planning, policies and programs are communicated to all employees. 145(2)(b)	Human Resources
		1.4.2	Workforce and EEO planning, policies and programs are evaluated to determine effectiveness. 145(2)(f)	Human Resources
		1.4.3	An equity and diversity working group is established to oversee responsibility and achievement of EEO initiatives. 145(2)(h)	Human Resources

**FOCUS AREA TWO - HIGH PERFORMANCE**

NO	OBJECTIVE		STRATEGIES	RESPONSIBILITY
2.1	<b>Develop a values based culture</b>	2.1.1	Drive and embed the organisational values into business operations and demonstrate values based behaviour at all times	CEO Chiefs Managers
		2.1.2	Develop and implement new initiatives to encourage a focus on organisational values	Human Resources
		2.1.3	Undertake an organisational survey to assess the effectiveness of cultural development initiatives	Human Resources
2.2	<b>Design and implement a behavioural competency framework</b>	2.2.1	Assess job roles and teams to identify behavioural competency gaps	Human Resources
		2.2.2	Identify current and future skill gaps and take action to close any gaps	Human Resources
		2.2.3	Develop a contemporary performance review system	Human Resources
2.3	<b>Develop effective leadership and people management</b>	2.3.1	Implement an ongoing leadership development program at all levels	Human Resources
		2.3.2	Develop capability in managing a diverse workforce (line managers)	Human Resources
		2.3.3	Develop and facilitate a coaching program to assist capability in performance and management of employees (line managers)	Human Resources
2.4	<b>Develop a skilled workforce</b>	2.4.1	Enhance the EMRC's online training platform (Velpic)	Human Resources
		2.4.2	Identify key learning needs from annual business planning processes, workforce planning and performance management processes and implement suitable training programs	Human Resources
		2.4.3	Continue to provide: <ul style="list-style-type: none"> <li>➤ Formal and informal learning and development opportunities</li> <li>➤ Study Assistance</li> </ul>	Human Resources
		2.4.4	Develop Succession planning by: <ul style="list-style-type: none"> <li>➤ Reviewing future needs of the organization against current employee base</li> <li>➤ Identifying and understanding the developmental needs of employees.</li> </ul>	Human Resources
2.5	<b>Ensure workforce planning aligns with EMRC's future requirements</b>	2.5.1	Develop and implement an agile and flexible structure, which is responsive, efficient and productive.	Human Resources
		2.5.2	Maintain up to date organisational data (workforce profile, diversity etc)	Human Resources
		2.5.3	Review and update Workforce Plan as required	Human Resources

**FOCUS AREA TWO - HIGH PERFORMANCE**

<b>NO</b>	<b>OBJECTIVE</b>		<b>STRATEGIES</b>	<b>RESPONSIBILITY</b>
<b>2.6</b>	<b>Develop systems to ensure that corporate knowledge is shared</b>	2.6.1	Review and improve internal communication	CEO Chiefs Managers
		2.6.2	Review and improve the Employee Orientation Process	Human Resources
		2.6.3	Continue to improve and implement the Employee Information Sessions and Toolbox meetings	Chiefs
		2.6.4	Ensure that employees who leave the organisation complete an Exit Interview / Knowledge Transfer meeting	Managers
		2.6.5	Ensure that employees who leave the organisation have completed comprehensive hand over notes	Managers
		2.6.6	Ensure that employees who attend seminars/workshops/conferences provide comprehensive notes on key learnings	Managers
<b>2.7</b>	<b>Improve organisational performance</b>	2.7.1	Review systems and processes to identify improvements	CEO Chiefs Managers

## FOCUS AREA THREE - ATTRACTION, RECRUITMENT AND RETENTION

To develop and implement a range of options to attract and retain employees

NO	OBJECTIVE	STRATEGIES	RESPONSIBILITY
3.1		3.1.1 Review and improve EMRC's Employment page on the public website	Human Resources
		3.1.2 Promote the EMRC at expos such as university career days, WALGA promotions etc	Human Resources
		3.2.1 Review and improve recruitment procedures including: ➤ Business case to Recruit	Human Resources
3.2	<b>Recruit</b>	3.2.1 Review and improve recruitment procedures including: ➤ Business case to Recruit	Human Resources
		3.2.2 Development recruitment and selections skills in the selection of suitable candidates	Human Resources
		3.2.3 Recruit a talented workforce ➤ Continue to incorporate values based questions into interviews ➤ Incorporate an assessment of Emotional Intelligence in the recruitment process	Human Resources
3.3	<b>Retain</b>	3.3.1 Continue to provide benefits such as: Flexible working arrangements; Employee Assistance Program; Health and Well Being Program; Study Assistance; Salary Packaging; Additional Superannuation etc	Human Resources
		3.3.2 Develop strategies to meet generational and diversity needs	Human Resources
		3.3.4 Analyse exit interview data to identify trends, learn and implement improvements, where required	Human Resources
		3.3.5 Develop and implement a remuneration strategy to be competitive with market and other local governments, including other Regional Councils	CEO Chiefs Managers
		3.3.6 Provide a variety of flexible work arrangements designed to achieve work-life balance including: ➤ Part-time work ➤ Job share arrangements ➤ Working at home ➤ Phased retirement ➤ Deferred leave option ➤ 9 day fortnight	Human Resources
		3.3.7 Provide career development opportunities through: ➤ Higher duties ➤ Cross functional project participation	Human Resources
		3.3.8 Continue the Service Recognition Program	Human Resources
		3.3.9 Investigate employee retention incentives, including incentives to stay at the EMRC	Human Resources

## FOCUS AREA FOUR - HEALTH, SAFETY AND EMPLOYEE WELLBEING

To provide a safe and healthy workplace for all employees

NO	OBJECTIVE	STRATEGIES	RESPONSIBILITY
4.1	<b>Health and Safety Culture</b>	4.1.1 Ensure the EMRC's Occupational Safety and Health (OS&H) system is aligned to the requirements of the Occupational Safety and Health Act 1984	OS&H Coordinator
		4.1.2 Train employees in expected behaviours, responsibilities and OS&H performance expectations	OS&H Coordinator
		4.1.3 Report incidents as soon as possible, with a blame free culture supported through the entire workforce	All Employees
		4.1.4 Actively participate in OS&H programs and consultation	All Employees
		4.1.5 Provide Safety Advisory Group meetings on the Intranet	OS&H Coordinator
		4.1.6 Establish measurable OS&H objectives and targets to promote continual improvement of OS&H management	OS&H Coordinator
		4.1.7 Include OS&H component in Workplace Survey (refer 2.1.3) to provide workers the opportunity to comment on OS&H management	OS&H Coordinator / Organisational Development
		4.1.8 Ensure the EMRC's Safety and Health Policy is reviewed annually and is available to workers, suppliers, contractors, customers and visitors	OS&H Coordinator
4.2	<b>Hazard Management</b>	4.2.1 Actively involve employees in identifying risks and reducing hazards	OS&H Coordinator Managers
		4.2.2 Undertake regular inspections of all worksites, and report any hazards	OS&H Coordinator Safety Representatives
		4.2.3 Review all hazard and risk management documents annually to ensure the effectiveness of the hazard identification, risk assessment and risk control process	OS&H Coordinator
		4.2.4 Implement Contractor Management Toolkit; Take 5; JSAs.	OS&H Coordinator
4.3	<b>OS&amp;H Training</b>	4.3.1 Provide formal training to all management and supervisory employees in health and safety management principles and practices appropriate to their role and responsibilities	OS&H Coordinator
		4.3.2 Identify OS&H training needs of all employees	OS&H Coordinator
4.4	<b>Health and Wellbeing</b>	4.4.1 Continue to implement the Health and Wellbeing Program	Health Promotion Group
		4.4.2 Develop new initiatives to encourage a focus on health and wellbeing	Health Promotion Group
		4.4.3 Provide ongoing support to employees through the Employee Assistance Program	Human Resources
		4.4.4 Anti-bullying and harassment training for all employees	Human Resources



## 7. PERFORMANCE MEASURES AND REVIEW

### 7.1. Performance Measures

Strategic success measures:

- ↺ Employee Satisfaction Level (Employee Survey)
- ↺ Employee Retention Rates
- ↺ Employee Training Report
- ↺ OS&H Performance

### 7.2. Reporting

- An annual report on the **Workforce Plan 2019 to 2023** will be provided to Managers and the Executive Team.
- An annual report will be provided to the EEO Commission
- The Workforce Plan will be reviewed in 2022

## 8. REFERENCES

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