



# Human Resources Strategic Plan 2013-2015

Document Number: D16/64246

File: 29179E

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## Introduction



### Message from the Group Director

The Human Resources Strategic Plan assists us as a Group of Shoalhaven City Council to achieve our goals and objectives through our most valuable resource, our people.

This Plan focuses on our priorities for the coming two years being the strengthening of our leadership capability and management skills, succession planning, attraction and retention of quality staff, maintaining the highest levels of customer service, and continuing to develop a highly skilled workforce.

Both management and staff of Shoalhaven Water jointly share the responsibility for meeting the goals and objectives set down in this Human Resources Plan.

My vision for Shoalhaven Water is to create a workplace that will enable us all to continuously improve the quality of services to our customers, a workplace that respects and meets the needs of our staff and supports the Council's corporate goals and at the same time contributes to the Shoalhaven region and community.

A handwritten signature in black ink, appearing to read 'L. Gyl'.

## Workforce Profile

### Position Numbers

As at June 30 2013 Shoalhaven Water has 144 permanent established positions.

Of the 144 established positions 16 positions are occupied by females.

The summary of positions by section is shown in the table below:

Section	Permanent	Fixed Term / Casual	Trainees
Management	3	0	0
Customer and Support Services	12	2	1
Planning and Development	20	2	1
Operations	109	1	11
<b>Total</b>	<b>144</b>	<b>5</b>	<b>13</b>

### Staff Numbers by Age

A national report by the Department of Education, Employment and Workplace Relations (DEEWR – n.d.) provided an estimation that in 2009 approximately 44 percent of workers in the Electricity, gas, waste services and water industry were aged 45 years or over compared to 38.5 percent average of all industries. Furthermore, DEEWR reported that the Utilities Industries were generally under-represented by a below average proportion of younger workers in the 15 to 19 years age bracket (2.2 percent) and 20 to 24 years age bracket (8.6 percent). {Ref: Department of Education, Employment and Workplace Relations (n.d). Retrieved from <http://www.deewr.gov.au>}

The graphs below (figures 1 and 2) provide a “snapshot” of the Shoalhaven Water workforce as at June 2013 as well as providing data in relation to age trends.

These graphs represent staff numbers by age for the period 2010 to 2013 and staff numbers by age as a percentage of their respective work group (ie office and field)

Figure 1

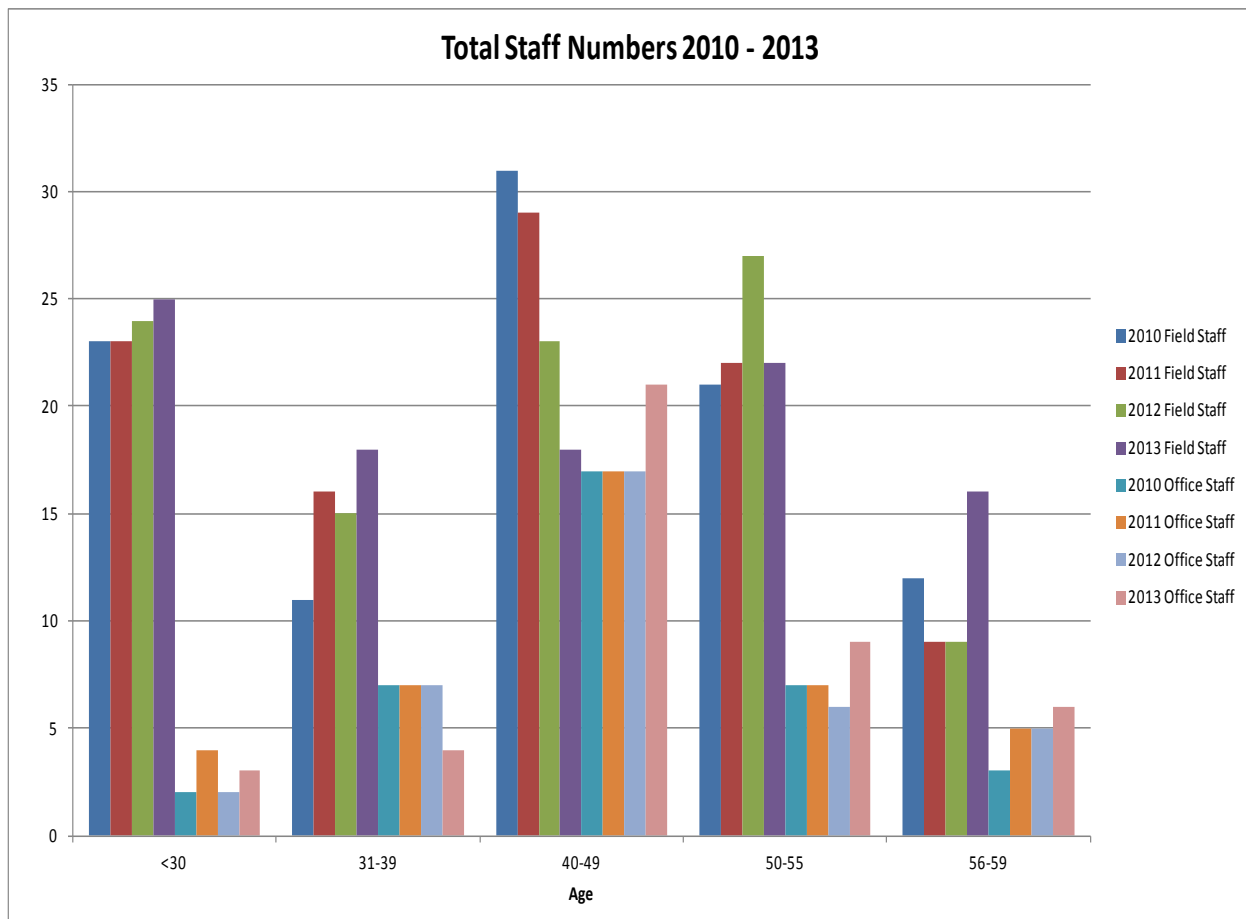
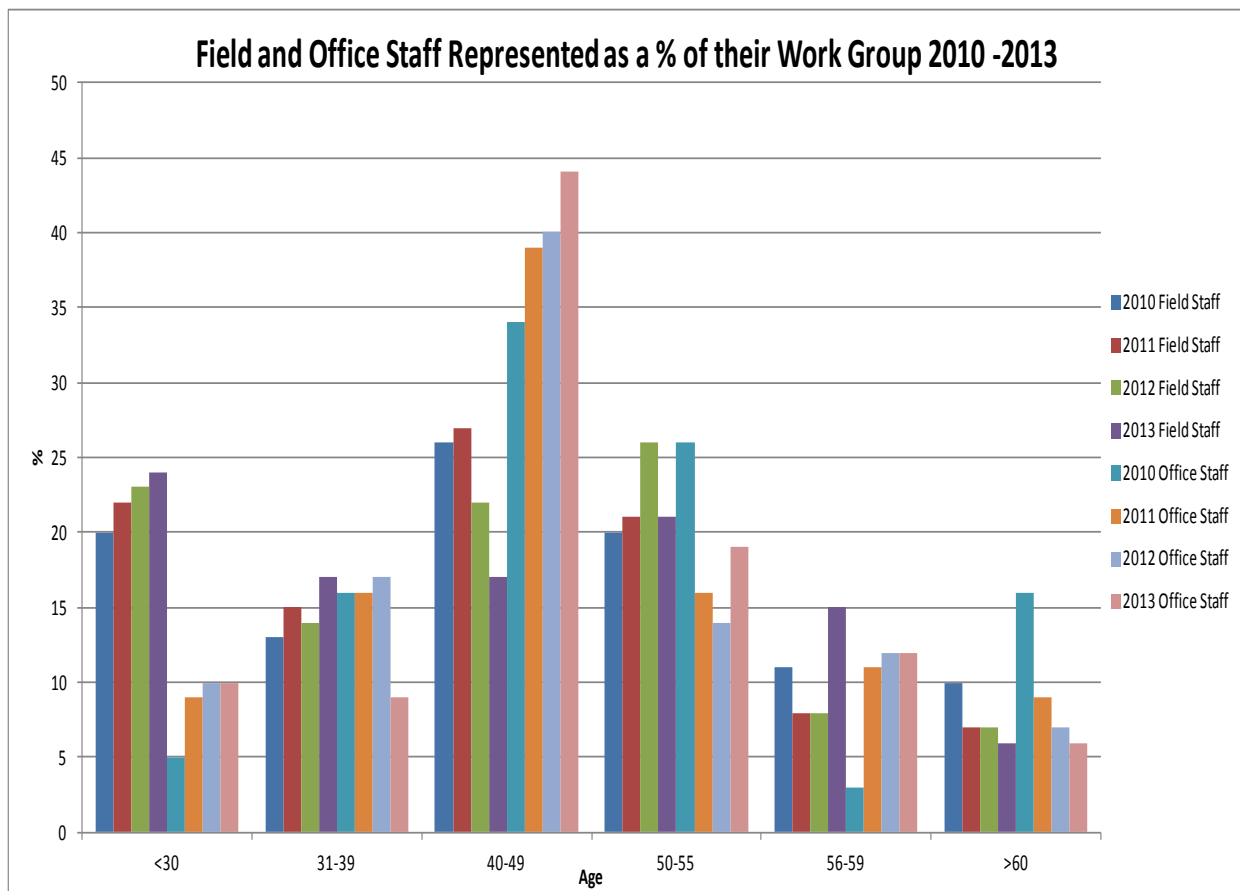


Figure 1 shows an increasing trend in the number of younger staff in the age groups of < 30 years and 31-39 years particularly in the field workforce. While the office workforce trend has not been high, it has remained, in comparison, relatively stable. In the middle of the age scale, there has been a reduction in the staff numbers in the field workforce and this appears to have resulted in a natural trend increase in the 50-55 age group. Office staff have tended to remain stable with an increase towards the 2013 period. At the older end of the scale we are seeing a natural increase in number of staff reaching this age group.

Figure 2



In figure 2 for the Field Workforce the age of workers represented as a percentage of their work group shows a general trend of increasing in the younger age groups, declining (40-49) and then increasing in the middle groups (50-55) and a downwards trends in the >60 age group. Office staff have generally followed the same pattern except in the 40 -49 group which has shown an increase. This is consistent with the slight increase shown in staff numbers for the same period in figure 1.

When compared to the profile provided by DEEWR in 2009 the figures demonstrate a substantial reversal of the under-representation of younger workers. This is a developing trend that will assist in minimising the effects of the ageing workforce.

## STRATEGIES

### 1.1 Leadership Development

Leadership development strategy is aimed at improving the level of leadership capability and management skills throughout Shoalhaven Water. Leadership development is a key focus for meeting our future challenges and driving key elements of a customer service culture.

The Leadership Strategy addresses ongoing development of effective and efficient teams and team leaders of the future and at the same time driving change and appropriate behaviours in a customer and commercial focused culture.

Actions	Responsibility	Performance Measure	Target Date
<ul style="list-style-type: none"> <li>Develop/investigate feasibility of formal series of workshops focussing on change management, leadership skills and continuous improvement</li> </ul>	Resources and Planning Co-Ordinator	Workshops completed. Tangible outcomes from workshops.	December 2013
<ul style="list-style-type: none"> <li>Identify senior staff for formal leadership training courses and facilitate attendance.</li> </ul>	Resources and Planning Co-Ordinator	Senior staff attending courses	December 2013
<ul style="list-style-type: none"> <li>Investigate feasibility of short periods of secondments of senior staff at other leading organisations or Councils</li> </ul>	Resources and Planning Co-Ordinator	Report to GD / GM	August 2013



## 1.2 Succession Planning

Succession Planning is a key consideration of the HRSP with Managers and Supervisors identifying critical positions and developing plans for these positions to ensure that as an organisation we are prepared and capable of meeting future directions and challenges.

Actions	Responsibility	Performance Measure	Target Date
Develop formal Engineering Traineeships/Cadetships for vacant technical/inspectorial positions	Resources & Planning Co-Ordinator	Cadetships/traineeships implemented	November 2013
Continue to develop relationship with local universities to provide structured vacation work for local students	Resources & Planning Co-Ordinator	Students working with Shoalhaven Water	December 2013
Develop casual employment contracts with former Co-Ordinator to provide a mentoring service to new / developing Co-Ordinators	Resources & Planning Co-Ordinator	Contracts developed	September 2013



### 1.3 Recruitment and Selection

Attracting and retaining talented, first class employees continues to remain a significant priority for Shoalhaven Water. We aim to achieve this by creating and providing a workplace that is safe, ethical and where our employees continue to be challenged to be innovative and make a difference.

Actions	Responsibility	Performance Measure	Target Date
Review of Intranet site	Resources and Planning Co-Ordinator and Manager CASSS	Intranet completed	March 2014
Consolidate the development of a more effective percentage/scoring system of selection criteria to assist in recruitment	Resources & Planning Co-Ordinator	System completed for vacant positions and introduced	To be reviewed as vacancies occur
Develop formal structured review process for all vacant positions to determine their relevance to future workforce and organisational needs	Resources & Planning Co-Ordinator and respective Section Managers	All vacant positions critically reviewed	Ongoing
Investigate annualising of salaries/market reviews for Co-Ordinators to attract the best quality staff	Resources & Planning Co-Ordinator/external Consultant	Report to GD	June 2014
Review “Information Packages “ and “Applicant Guidelines” to ensure that the Packages more accurately reflect Shoalhaven Water’s values and vision and job requirements	Resources & Planning Co-Ordinator	Report to GD	January 2014

## 1.4 Workforce skilling

As a major utility within the NSW Water and Wastewater industry, Shoalhaven Water aims to have appropriately skilled, motivated and experienced employees, both currently and mid to long term future, in order to meet Shoalhaven Water's Strategic Business Plan objectives.

Actions	Responsibility	Performance Measure	Target Date
<b>In conjunction with TAFE develop a Diploma Of Water Operations</b>	Resources & Planning Co-Ordinator	Course developed and available to operators and future operators	December 2013
<b>Develop a formal development plan for Water / Wastewater Attendants</b>	Resources & Planning Co-Ordinator. Training Co-Ordinator	Training plan completed	December 2013

