



City of Ryde

**Human Resources Strategy  
2006 – 2010**

*Strategies to Attract & Retain the Best People*

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## **1. Introduction**

The City of Ryde Council provides facilities and services to a community of approximately 100,000 people at the centre of the greater Sydney metropolitan area. Critical to the upkeep of those facilities and the provision of high quality services is the calibre of the people who work for the City of Ryde.

Overall, the City of Ryde Human Resources Strategy seeks to provide a planning framework for the City to possess a:

***MOTIVATED, SMART, SAFE & PRODUCTIVE WORKFORCE***

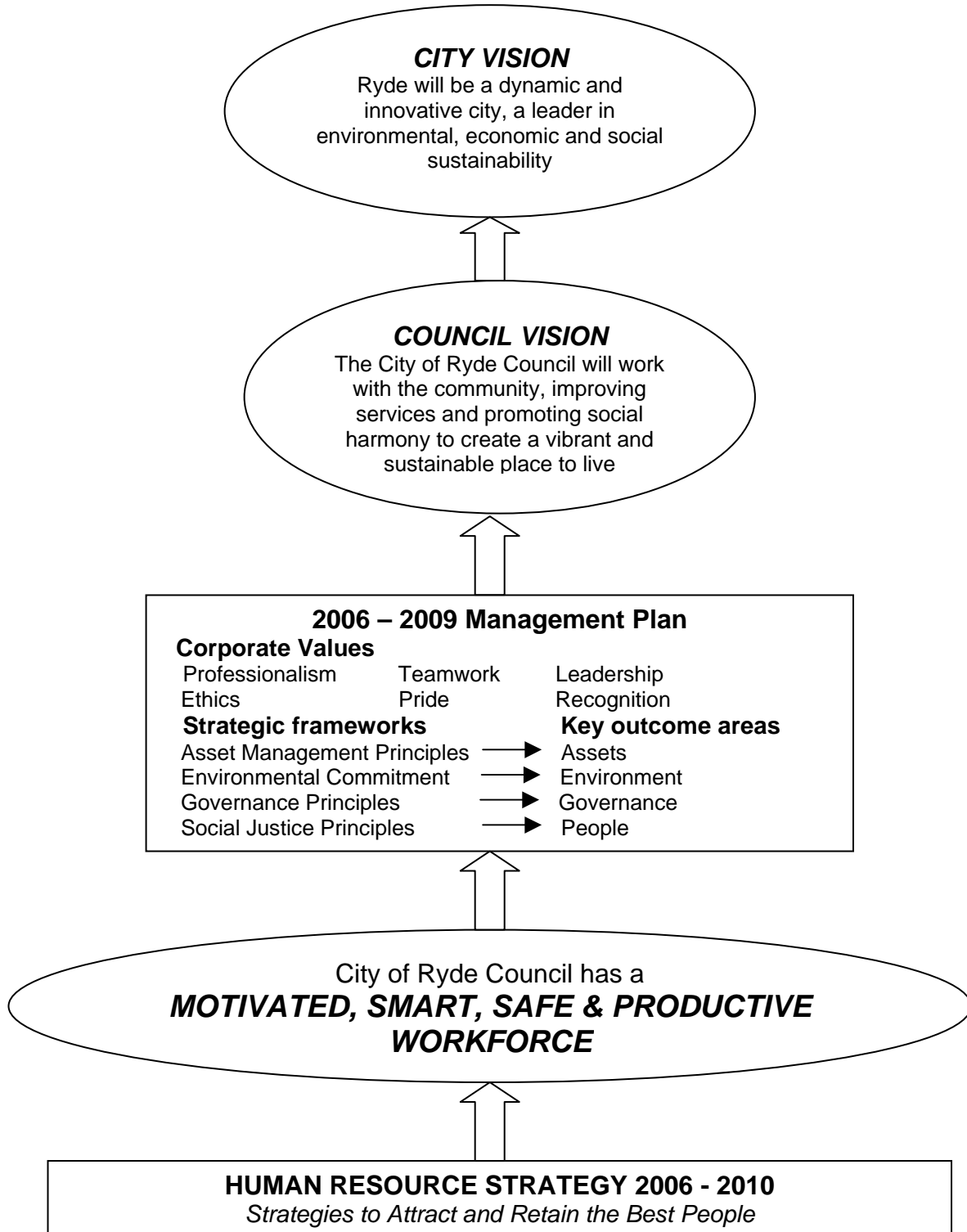
The Strategy identifies and presents strategic initiatives to ensure that the City of Ryde attracts and retains managers and employees with the right attitude, values and competencies to meet the needs of the City's community. In formulating the Strategy, key stakeholders have been consulted and the Strategy has been aligned with the City's main planning documents such as the 2006-2009 Management Plan and the 2005 Organisational Review.

The City of Ryde doesn't exist in isolation and there are many external factors that have an effect on the employment of our people. These outside influences are identified in this Strategy and where appropriate and possible, are taken into account during the strategy formulation process.

The Human Resources Strategy is a five (5) year plan and a living document that needs to be assessed and re-aligned over time as the environment evolves and changes. The Strategy includes mechanisms to measure and report on the achievement of the identified goals and objectives and a process of review that allows for re-alignment in an ever-changing, broader local government environment.

## 2. Strategic Alignment

This Strategy aligns with the vision and direction set by Council in the Management Plan. The Goals and Objectives contained herein are consistent with and complement the City's Management Plan as well as other strategic documents such as the Long Term Financial Strategy/Asset Management Plan, Social Plan, the State of Environment Plan and the 2005 organisational Review. The relationship of the City's overall strategic direction to this document is shown in the following diagram:



### **3. City of Ryde Council – A Snapshot**

- ⊕ Council employs over 650 people in 475 Full Time Equivalent positions.
- ⊕ In addition to the General Manager's Office and Strategy Unit, Council's organisation is broken into 4 groups and 20 service units:
  - ⇒ Corporate Services Group
    - Human Resources
    - Finance
    - Information Systems
    - Councillor Services
    - Customer Services
  - ⇒ Environment & Planning
    - Urban Planning
    - Environment
    - Regulation
    - Assessment
    - Health & Building
  - ⇒ Community Life Group
    - Events Management
    - Community Services
    - Parks
    - Library Services
    - RALC
  - ⇒ Public Works
    - Access
    - Buildings
    - Catchment and Assets
    - Waste and Fleet
    - Operations
- ⊕ In the 2005/06 budgetary year 37.4% of total expenditure was spent employing people.
- ⊕ Employee Demographic information:
  - ⇒ The average age of our permanent fulltime operational employees is 44.5 years.
  - ⇒ The average age of our permanent non-operational employees is 41.2 years.
  - ⇒ Female employees make up 33.1% of fulltime positions and male employees 66.9%.
  - ⇒ 19.5% of our workforce come from a Non-English Speaking Background.
  - ⇒ 1.2% of our workforce identifies himself or herself as being of Aboriginal and/or Torres Strait Islander origin.
- ⊕ Employee Training information:
  - ⇒ In the 2005/06 year, a total of 7,506 hrs of training were undertaken by staff at a total cost of \$441,962 or 2.16 % of total ordinary salaries and wages costs.
  - ⇒ Of the total training:
    - 2,698 hrs/\$109,907 was spent on OH&S Training
    - 1,462 hrs/\$104,855 was spent on Seminars & Conferences
    - 1,108 hrs/\$74,302 was spent on Operational Training
    - 802 hrs/\$41,754 was spent on Communications Training
    - 622 hrs/\$37,425 was spent on Computer Training

## **4. Outside Influences**

### Federal Government

Federal Workplace Relations – WorkChoices

### Labour Market

Scarce resources in labour markets

Ageing workforce – BB/Gen X/Gen Y issues

Competition between councils – for competent staff etc

### State Government

Local Government Award

Changes to Planning regulations

State Government changes – ratepegging

DLG financial sustainability inquiry – asset management driving finances

Local government amalgamations & reform – shared services proposals

OH&S legislation changes

Competition in councils – e.g. private certification

### Local Community

Major development activity including Ryde Town Centre, Macquarie Park, Gladesville Master Plan,

Perceptions of local government in the broader community

Community expectations going up – survey results

## **5. Strategic Framework**

### **5.1 Key Focus Areas**

Eight key focus areas (KFAs) have been identified from contemporary HRM practice, Council's broader strategic direction, and the diagnostic feedback undertaken. Setting achievable outcomes in each of these areas and identifying specific strategies will assist the City of Ryde to manage the process of cultural change necessary to better meet the needs of its community.

The KFAs identified are:

1. Leadership and Management
2. Employee Performance
3. Employee Relations
4. Employee Health and Wellbeing
5. Workforce Planning
6. Attracting Employees
7. Retaining Employees
8. HRM Support & Services

A matrix of KFAs/Outcomes/Strategies is included at 5.5. Prior to that detail, it will be useful to discuss two key aspects of strategy development that have influenced the development of the Strategy Matrix - Organisational Culture and Leadership as well as discuss the impact of the 2005 Organisational Review.

### **5.2 Organisational Culture**

The City is starting to change and re-juvenate, with the Macquarie Park technology precinct about to take off and planning well underway for the re-development of the Top Ryde, West Ryde, Gladesville, Meadowbank and Eastwood Town Centre precincts as prime examples. In the same way, Council's organisation is also beginning to make a cultural transformation away from the passive and conventional, where the focus was on processes, to one which is characterised by innovation, planning for the future and outcomes focused leadership.

The City of Ryde is in the midst of "unfreezing" much of its former practices and cultural norms and making the changes necessary for it to transform itself into the desired culture of being a customer driven organisation. The desired culture indicated by the stakeholders can be summarised as follows:

- A progressive, dynamic culture that is open, productive, forward looking and focused on achieving outcomes.
- Change is readily embraced and people are valued.
- Staff are customer focused and feel safe and confident to express new ideas.
- Staff are innovative and willing to take moderate risks based on their levels competency and a sense of commitment to the Ryde community.
- Teamwork, cooperation, honesty and integrity are the norm in a learning organisation where people are willing to challenge existing processes and systems.

- Staff have challenging goals and are rewarded appropriately in a culture that allows people to fail, but expects that they learn from their mistakes.
- Mutual respect between staff and Councillors, along with recognition from the community of staff efforts, is the norm.
- The elected Council and senior management have a shared long term vision for Ryde and strategic direction is communicated to staff by managers “walking the talk” and leading by example.
- The GM is more visible in the organisation, deadlines are reasonable and organisational communication is face to face rather than by e-mail (where possible).

### **5.3 Leadership**

The importance of leadership in determining both the effectiveness and efficiency of any organisation cannot be underestimated. As in all organisations, leaders can be found at all levels. In the City of Ryde, leadership is apparent from the Mayor and General Manager to those who maintain the roads and drainage systems, mow the parks and reserves, issue library books or make payments to creditors. Leaders are not necessarily appointed managers and supervisors and they may only come to the fore when the circumstances dictate.

The assessment of the diagnostic feedback from the senior stakeholders indicates that there is strong strategic alignment at the Executive level in the City of Ryde, but it is not perhaps as strong at the middle levels. There are some indications that issues such as communication, consistency, trust or visibility may exist at the Executive and/or Middle levels and that the solution(s) should not be targeted unilaterally.

Strategies surrounding leadership and management in the City of Ryde will be at the forefront in this overall strategy. Leaders will impact on all of the key focus areas and appropriate leadership will be a key factor in determining the ultimate success of this strategy.

### **5.4 2005 Organisational Review**

In early 2005, the Council and the General Manager instigated a review of the then current organisational arrangements. The review sought the views of senior stakeholders and focused on three key themes:

- 1 Customer Focus;
- 2 Strengthening Strategic Planning; and
- 3 Leadership and Change.

Ultimately, the review identified some 18 issues which were grouped into seven key management areas:

- Corporate Identity and Client Focus;
- Workforce Management;
- Program Performance Management and Reporting;
- Organisational Culture;
- Communications;
- Business Planning;
- Leadership.

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The outcomes of the 2005 Review were approved by Council and resulted in a new organisational structure based on alignment with community outcomes, plus an implementation plan of 112 strategic actions. These actions were structured into each key management area/issue and target dates and responsible officers nominated.

In 2006, further review of the organisation was also undertaken at the Group level by each of the four Group Managers. This action resulted from the 2005 Organisational Review to ensure that services at the branch level were grouped appropriately and equitable workloads were allocated amongst staff.

The 2005-08 and 2006-09 City of Ryde Management Plans have both been influenced by the 2005 Review to the extent that more effective organisational arrangements have been implemented to better enable achievement of the organisation's goals and outcomes. Similarly, there has also been strong influence of strategic planning initiatives such as the Long Term Financial Strategy and this Human Resources Strategy.

Whilst this Strategy focuses on providing a planning framework for attracting and retaining a "motivated, smart, safe and productive workforce", it complements many of the 2005 Review's strategic actions. Key Review areas such as Workforce Management, Organisational Culture and Leadership are reinforced from a strategic Human Resources perspective.

Overall, the Human Resources Strategy 2006-10 aligns with the City's strategic planning framework. Subsequent Human Resource Service Unit Business Plans will reflect the strategic actions from several planning documents and will focus on the effective and efficient delivery of output that will ultimately enable achievement of the Management Plan outcomes agreed with the community.

5.5 Strategy Matrix

Key Focus Area	Outcomes (What we want to achieve)	Strategic Actions (How are we going to achieve it)	Timeframe
1. Leadership and Management	1.1 A Leadership group that is: <ul style="list-style-type: none"> <li>• creative &amp; strategic,</li> <li>• decisive and consistent,</li> <li>• confident and competent, and</li> <li>• focused on achieving planned outcomes.</li> </ul> 1.2 Managers who have a balance of technical, people and business related skills relevant to their role.	<ul style="list-style-type: none"> <li>• Develop and implement a demonstration Leadership Development Project targeting SUMs that is tailored to individual development needs, incorporates action learning techniques and addresses skills gaps at management levels.</li> <li>• Undertake an Employee Opinion Survey</li> <li>• Develop and implement a Project Management Standard for the organisation including standard formats and report pro-formas.</li> <li>• Conduct Project Management training for targeted staff.</li> <li>• Conduct Process Improvement training for targeted Managers, Coordinators and Work Group Leaders.</li> </ul>	2007  Late 2008  Late 2006  2007  2007
2. Employee Performance	2.1 Technically competent staff who are motivated to perform at a high level.  2.2 An increased emphasis on performance and achievement of planned goals.	<ul style="list-style-type: none"> <li>• Review the Training &amp; Development Policy (HR06-1-3), especially the Study Sponsorship and Support and benchmark against similar Councils.</li> <li>• Conduct Corporate based Training Needs Analyses in conjunction with individual training plans and workforce planning processes.</li> <li>• Review the relevant components of the Organisational</li> </ul>	2007  Late 2007  Completed July 2006

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	2.3 A work environment that recognises and rewards exceptional performance and/or achievement.	<p>Development Policy and Salary System (HR-06) and make necessary changes to achieve a focus on growth of performance and capability within the workforce.</p> <ul style="list-style-type: none"> <li>Investigate, develop and implement a Reward &amp; Recognition scheme that enables tangible, public reward and/or recognition for exceptional performance and/or achievement.</li> </ul>	2007/08
3. Employee Relations	<p>3.1 A flexible Employee Relations framework enabling best value service to be delivered to the community.</p> <p>3.2 An environment of mutual trust between senior management and employees.</p> <p>3.3 A competitive Salary System and associated policies that cater for performance based growth within the workforce.</p>	<ul style="list-style-type: none"> <li>Negotiate a new Award/Agreement (or Collective Agreements with key parts of the organisation).</li> </ul>	By 1 Nov 2007
4. Employee Health & Wellbeing	4.1 A safe and healthy work environment for all employees.	<ul style="list-style-type: none"> <li>Review the key OH&amp;S Policies (HR7-1 etc.), and benchmark against similar Councils.</li> <li>Carry out annual OH&amp;S Audits with the StateCover system and consider peer review arrangements with a similar sized council(s) from 2007 onwards.</li> </ul>	<p>2007/08</p> <p>Completed July 2006 and ongoing</p>

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	<p>4.2 An environment where managers and employees are actively supported and encouraged to be both physically and mentally fit to carry out their roles.</p> <p>4.3 Support mechanisms in place to address any employee experiencing difficulties arising from either their work or private lives.</p>	<ul style="list-style-type: none"> <li>• Develop and implement a Health &amp; Well-being Program that includes a bi/tri-ennial individual Health Check, provides health related information to staff and encourages them towards healthy lifestyles at work and in their private lives.</li> <li>• Provide voluntary annual influenza vaccinations to all staff (dependent on funding and vaccine availability)</li> <li>• Review the Employee Assistance Program Policy (HR06-1-2) including a market review of service provider.</li> <li>• Promote the Employee Assistance Program to all staff through an active awareness program.</li> </ul>	<p>Completed September 2006</p> <p>Annually (in Autumn)</p> <p>Late 2006</p> <p>2007</p>
<p>5. Workforce Planning</p>	<p>5.1 A management culture that includes structured planning for future workforce needs in terms of both numbers and skills required.</p> <p>5.2 Staff turnover rates in the vicinity of 10 % per annum across the whole of the organisation.</p> <p>5.3 Formal succession plans for each Group (within the legal EEO constraints) and linked to staff and leadership development.</p>	<ul style="list-style-type: none"> <li>• Develop a formal mechanism to analyse exit interviews and report objective information to the Executive Team.</li> <li>• Develop and implement a Succession Planning model that links with leadership and staff development initiatives and complies with local government and EEO legislative requirements.</li> </ul>	<p>2007/08</p> <p>2007/08</p>

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<p>6. Attracting Employees</p>	<p>6.1 The “brand” and image of the City of Ryde as an employer is a key recruitment tool.</p> <p>6.2 A market competitive Salary System and suite of associated benefits.</p> <p>6.3 Policies and practices that will attract key demographic groups such as workers with disabilities, women with school aged children and older workers (55+) to work for the City of Ryde.</p> <p>6.4 “No cost to Council” partnerships with providers of attractive employee benefits.</p> <p>6.5 Strategic partnerships with appropriate tertiary institutions regarding graduate recruitment and employment of trainees in targeted roles.</p>	<ul style="list-style-type: none"> <li>• Enhance recruitment advertisements and the recruitment website page to be consistent with corporate advertising and promote a modern, market focused image and corporate brand.</li> <li>• Annually revise EEO Plan and ensure policies and practices comply with relevant legislation and don't discourage minority demographic groups from applying to work for Council</li> <li>• Investigate, develop and implement appropriate partnerships with tertiary institutions such as Macquarie University, Ryde and Meadowbank TAFEs, UNSW, UTS, UWS etc. to sponsor trainees in targeted roles that are in short supply/high demand in the labour market.</li> </ul>	<p>Completed mid 2006</p> <p>2006/07 and ongoing</p> <p>2007/08</p>
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<p>7. Retaining Employees</p>	<p>7.1 Improved communication between senior management, middle management and the workforce.</p> <p>7.2 Reward and recognition scheme.</p> <p>7.3 Formal mentoring scheme (linked to leadership development and succession planning).</p> <p>7.4 3.5% of “ordinary salaries and wages” expenditure is on training and development of staff.</p> <p>7.5 Work variation policies – internal/external secondment and job rotation (linked to staff and leadership development).</p>	<ul style="list-style-type: none"> <li>• Introduce 4 monthly SUM briefings/meetings that include two way dialogue with the General Manager and Group Managers.</li> <li>• General Manager meets once and Group Managers meet at least twice yearly with staff, preferably by Service Unit, but also collectively, for strategic briefing and two way dialogue/feedback.</li> <li>• Investigate, develop and trial a Mentoring scheme through a demonstration project utilising the Manager, HR as the mentor and a suitable manager/supervisor selected by ET as the mentee.</li> <li>• Continue to report on training expenditure and develop a mechanism to measure as a percentage of total “ordinary salaries and wages” expenditure.</li> <li>• Investigate and develop policies that enable secondment and job rotation practices to be implemented where required in the organisation (may be linked to learning and development initiatives).</li> </ul>	<p>Commenced September 2006</p> <p>2007</p> <p>2007</p> <p>2007</p> <p>2007/08</p>
<p>8. HR Support &amp; Services</p>	<p>8.1 HR Unit is focused on business partnering and customer service with a shift in emphasis from concern for policy and process to the</p>	<ul style="list-style-type: none"> <li>• Develop and implement a HR Service Unit Plan, within the corporate planning framework, that focuses on service delivery to customers, continuous improvement of systems and measurement of success.</li> </ul>	<p>2006/07</p>

	achievement of strategic outcomes.		
	8.2 Increased productivity and efficiency of operational HR support systems.	<ul style="list-style-type: none"><li>• Enhance CHRIS21 capability to include Kiosk module(s) – business case and project plan required.</li><li>• Investigate, develop and implement e-recruitment and e-learning opportunities.</li><li>• Investigate, develop and implement improvements to the Injury Management System through technology and process improvement.</li></ul>	2006  2007/08  2007/08

## 6. Assessing Success (Measuring and Reporting)

The success of the overall HR Strategy will be shown in whether or not the City of Ryde achieves the overall outcome of possessing a Motivated, Smart, Safe and Productive Workforce. Finding objective indicators that represent that achievement is not easy and some indicators may be affected by factors other than those that are workforce related. The frequency of assessment is also critical and it is suggested that generally, annual assessment provides a reasonable timeframe to allow any adjustment to realign particular strategies and actions where that might be necessary.

The key indicators of achievement have been split loosely into the four areas of Motivated, Smart, Safe and Productive, per the following table:

Area of Achievement	Key Indicators	Targets	Timeframes / Frequency
<b>Motivated</b>	Staff Turnover	10% pa	Annual
<b>Smart</b>	Training Expenditure / Total Ordinary Salaries & Wages	3.5% pa	Annual
<b>Safe</b>	StateCover OH&S Audit (carried out by a peer Council)	Improvement in average Score	Annual
	Lost Time Injuries (Number and Hours)	Reduction from previous year	Annual
<b>Productive</b>	FTE Staff Numbers / 1000 residents	5 staff / 1000 resident - benchmarked against like Councils	Annual
	External Customer Satisfaction Survey	Improvement in relevant areas	Annual

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September 2006