

# Gold Coast City Council - People Management Strategy

*“Performance Through People”*

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## **Purpose of this document**

In adopting the Corporate Plan 2005-2009 Council recognised the fundamental importance of people to the organisation and the development of a People Management Strategy.

Council has adopted the vision “Naturally the best place to be” and has established our mission as:

“to benefit our local community by sustainably managing the city’s resources and opportunities, and by delivering high quality, affordable services, in partnering with the community, state and Federal Governments, educational institutions and the private sector”.

This vision and mission will be delivered through our people. At June 2005, we employed 2660 people, and employee costs for 2004/5 totalled \$170M. These figures alone indicate that the management, development, encouragement and enhancement of our people is one of the most important strategic challenges faced by Council.

## **Objectives of the Strategy**

Our aim through this strategy is to deliver on the People Management strategic priority in a manner that will assist the achievement of our vision, mission and specific corporate planning objectives. Objectives will include the achievement of strategic priority outcomes (business results) through enhanced capabilities and efficient and effective human resource processes. Our objective is also to make the Gold Coast City Council an employer of choice, attractive to prospective employees as well as providing opportunity and development for existing employees.

## **Scope of the People Management Strategy**

The needs of all employees of the Gold Coast City Council are addressed as part of the Strategy. All aspects of the employment lifecycle from recruitment to separation are within the scope of the strategy. The People Management Strategy identifies the programs and projects by which we will seek to build a workforce with the capability to deliver on our vision, mission and specific corporate planning objectives.

The Gold Coast as a City continues to face rapid change. Organisations in this environment need to develop a more focused and coherent approach to managing people. In just the same way a business requires a marketing or information technology strategy, it also requires a human resource or people management strategy.

A key issue for the organisation in developing this strategy is the embracement of an organisation-wide approach to people management issues. The importance of this is enforced if we accept that organisational culture is a key element of a people management strategy.

## **The People Management Steering Committee**

The Chief Executive Officer has endorsed the formation of a People Management Steering Committee. The role of the Committee includes:

- Leading and championing the development, implementation and review of the People Management Strategy for Council.
- Providing a forum for developing the People Management Strategy, including the identification of priorities for action, for recommendation to the ELT.
- Monitoring the progress of the project and ensuring that the interests of the project, community and stakeholder agencies are served.

The Steering Committee is chaired by the Director Organisational Services and includes Directorate representatives, reflecting the importance of a corporate approach to the issue.

The Steering Committee will meet regularly to perform its functions and will provide regular communication on the progress of the People Management Strategy.

## **Responsibilities and the Role of Human Resources**

The role of the human resources (HR) function in organisations has rapidly evolved to one where HR is relevant, and is capable of contributing, in a real sense, to the value created by organisations as they respond to the complexities of modern day business life.

To achieve this requires HR to take on a new role that goes beyond the traditional transactional paradigm. There is a growing expectation that HR services and practices will add measurable value to the organisation, that HR professionals will deliver real business results as business partners and that HR professionals will deliver innovation, facilitate new ways of thinking and develop new competencies to contribute to organisational success.

As the focus for HR has shifted from inputs, i.e. personnel, training, administration etc, to outputs or deliverables such as strategy execution, administrative efficiency, employee performance and contribution and organisational transformation and change, the challenge for organisational leaders is to create an organisational capacity and capability to harness the potential of HR strategy and management practices to generate value and deliver results.

To effectively implement this strategy, HR will need to build its own capability, and change its focus from the transactional to the strategic. The people management strategy is not however solely the province of HR. HR should be viewed as enabler of the strategy. The implementation must be shared with line management, from the Chief Executive Officer, Directors and Managers to first line supervisors. Indeed, staff themselves carry important responsibilities in adhering to corporate values, and in undertaking self development. Without the active participation and support of all of these groups, the Human Resources Services Branch will not be able to transform into a strategically focussed business partner,

and the People Management Strategy will not become an integral part of the culture of the organisation.

The people management strategy must also address the needs of the employees themselves. It is just as important for employees to feel valued, rewarded and recognised in the contribution they make to the achievement of these objectives.

## Organisational Culture

The culture of the organisation can be defined as the beliefs, values, norms and management style that are practiced. Our adopted values include the following references to behaviours and practices which need to be reinforced and developed as part of our people management strategy:

- Respect for others
- Honesty and fairness;
- Equity and access;
- Open communication;
- Cooperation and understanding;
- Customer service;
- Economy and efficiency;
- Excellence, innovation and leadership; and
- Recognition of skills and commitment of others

Organisational development must be viewed as a key part of our people management strategy, and we regularly need to measure our performance in these areas. Without an underlying adherence to the organisation's adopted values, our people management strategy cannot achieve its intended goals. A mature organisation, as part of its development must be prepared to regularly review its values to ensure their continued relevance. In this area, we must also be prepared to ask the question: Do the adopted corporate organisational values and behaviours match those practised? This will challenge us, but must be addressed.

## Desired Environment - The People Issues

To meet the challenges of the future, we will rely on our ability to attract, develop, and mobilise the capabilities of our existing people, as well as our ability to attract talented future employees, particularly in critical areas.

The skills and capabilities necessary for our employees will be further refined as clarity around the full scope of current and future business objectives continues to emerge, but the core behaviours required would appear unlikely to change during the life of this plan. Employees must continue to have the ability and willingness to incorporate change (*flexibility*), take initiative and assume responsibility (*results focus*), make our customers and their needs a primary focus (*customer focus*), and work cooperatively, within a team culture, towards the achievement of our vision (*contributing to team success*).

In order to achieve this in a dynamic environment, we must develop our people and processes to be an organisation that:

- Sustains a relative stability in its core purpose, values and behaviours **AND** embraces change with willingness and enthusiasm.

- Adheres to organisationally consistent approaches and complies with endorsed policies and practices **AND** harnesses the intellectual capital of our people to continually improve processes and service to customers.
- Focuses on measurable business results **AND** is committed to providing excellent service to customers.
- Encompasses strong visionary leadership **AND** maintains a focus on accountability and efficiency in managing day-to-day operations.

## The People Management Framework

The People Management Framework (Attachment A) has been endorsed by the Executive Leadership Team. It describes the key elements of the strategy and how they relate to the achievement of successful business outcomes. At the peak of the framework is the area of achieving business results through the achievement of corporate planning objectives. We will achieve this through the building of employee commitment and the development of efficient human resources. The principle objective of our people management strategy is to enhance our attainment of **business results**. The achievement of *sustainable* business results, however, must be underpinned by a focus on developing **strategic capabilities**.

**Strategic capabilities** in the people management area link our people management performance to core directions, which in turn are aligned to our business goals. Key strategic capabilities are the development of a values culture, the effective management of change, our ability to engage our employees as partners in our endeavours, the development and valuing of leadership as a skill. Of significant importance is the need to understand our workforce needs, through the initiation of a workforce planning and capability framework. These should be developed across the organisation within a 5-10 year planning horizon, and revisited on a regular basis.

At the base of the People Management Framework are the operational processes which are vital to the equitable treatment of people through the employment lifecycle. **Operational processes** which are adopted and applied across the organisation help us to deal with many of the day-to-day issues associated with the engagement, development, management and interaction with our people. Without a stable foundation of corporate **operational processes**, organisations devote their people management efforts to managing problems in this area, generally failing to achieve the confidence, trust and support of staff that is the cornerstone to being able to develop people management in a strategic manner.

**Attachment B** utilises the people management framework to identify the key elements of the people management strategy, outlining goals for achieving the outcomes sought for each key element. It is important to understand that the achievement of each goal will take some time, with priorities being determined by the Executive Leadership Team on the advice of the People Management Steering Committee. With the adoption of the strategy, all work on people management issues, and related decision making, will be guided toward the achievement of the goals identified.

## **Linkages**

The People Management Strategy will coexist with a number of other important strategic documents and frameworks which are linked under Council's Corporate Activity Framework. Significant amongst these is occupational health and safety, which is led by the Occupational Health and Safety Steering Committee. A safe and healthy working environment, and the health and well being of our staff is of paramount importance, and actions under the People Management Strategy will be tested against compliance with, and contribution to this goal. Another important corporate project with linkages to the People Management Strategy is the Staff Accommodation Project, which is designed to ensure an appropriate standard of accommodation to enable staff to effectively perform their functions.

## **Implementation**






This document outlines the scope, desired environment for people issues and the framework for our People Management Strategy. The People Management Steering Committee will be responsible for reviewing corporate people management initiatives, developing proposals to be considered by the Chief Executive Officer through the Executive Leadership Team, and to monitor the implementation and measure success of approved projects. In this way, a suite of People Management projects will be undertaken to achieve the aims identified in this strategy. These projects will be regularly reviewed, and as projects are completed, new priorities will be identified and projects undertaken. Progress on these projects will be regularly communicated to the organisation. Each year, the ELT, on the advice of the People Management Steering Committee will publish an annual work program, which will outline priority projects towards the achievement of priority people management goals.






# People Management Framework "Performance Through People"



<p><b>Strategic Aim</b></p> <p style="text-align: center;">↓</p>	<p><i>Achievement of Corporate Plan people management initiatives, objectives and annual performance goals.</i></p> <p style="text-align: center;">↓</p>	<p>Employees understand the corporate plan objectives and are committed to achieving them.</p> <p style="text-align: center;">↓</p>	<p><i>We develop an organisation structure, which enhances the achievement of business results.</i></p> <p style="text-align: center;">↓</p>	<p><i>Our people understand and work in accordance with the values adopted by the organisation.</i></p> <p style="text-align: center;">↓</p>
<p><b>What we will do to achieve this aim.</b></p>	<p>We will measure our achievements and report to the community and staff on our progress.</p>	<p>We will check employees understanding through regular employee climate surveys and report on the results.</p> <p>We will review and enhance the Corporate Performance Appraisal Process</p>	<p>We will regularly review Directorate structures and staffing.</p> <p>We will develop and implement effective change management processes, which will ensure staff are consulted and involved in change processes.</p>	<p>We will regularly check understanding and commitment to organisational values through a regular employee climate survey. Survey results will be reported and action taken where identified as necessary.</p> <p>We will update position descriptions to include values driven behavioural requirements.</p> <p>Development activities will be designed to focus on values and behaviours.</p>

<p><b>Strategic Aim</b></p> <p style="text-align: center;">↓</p>	<p><i>Our people feel valued and understand the direction of the business.</i></p> <p><i>We value employees and offer a desirable working environment.</i></p> <p style="text-align: center;">↓</p>	<p><i>Executives and managers are skilled in the art of leadership.</i></p> <p style="text-align: center;">↓</p>	<p><i>Change initiatives are planned and implemented to maximise acceptance of change and minimise negative staff impact.</i></p> <p style="text-align: center;">↓</p>	<p><i>Our workforce has the skills, training and capabilities to achieve business goals.</i></p> <p style="text-align: center;">↓</p>
<p><b>What we will do to achieve this aim.</b></p>	<p>We will develop communication strategies - which will range from the CEO down.</p> <p>Line managers will communicate regularly and openly with employees.</p> <p>Human Resource Services Branch will communicate with people on corporate HR initiatives.</p> <p>We will enhance and develop our suite of flexible working conditions.</p>	<p>We will define and commit to the leadership capabilities we expect.</p> <p>We will recruit, develop and reward to the leadership capabilities we identify.</p>	<p>We will develop and implement effective change management processes, which will ensure staff are consulted and involved in change processes.</p> <p>We will ensure our HR policy suite is effective in supporting change processes.</p> <p>We will develop an IR strategy, which is responsive to the needs of the organisation and its people.</p>	<p>We will develop an Organisational Learning Framework, which will ensure that employees are provided with the opportunity to grow and develop, whilst meeting their personal career and personal ambitions.</p> <p>We will support people management with an effective HR policy suite to manage for performance.</p> <p>We will conduct an organisational wide learning needs analysis, to identify competency levels.</p>

<p><b>Strategic Aim</b></p> <p style="text-align: center;"></p>	<p><i>We have the right people with the right skills at the right time.</i></p> <p><i>Potential skill shortages are identified and addressed prior to impacting on business performance.</i></p> <p style="text-align: center;"></p>	<p><i>Our HR Governance meets best practice standards.</i></p> <p><i>Policy framework assists achievement of People Management strategy.</i></p> <p style="text-align: center;"></p>	<p><i>To have the right people with the right skills at the right time.</i></p> <p style="text-align: center;"></p>	<p><i>To have Human Resource Information Systems which provide the information management capability to drive effective people management decision making.</i></p> <p style="text-align: center;"></p>
<p><b>What we will do to achieve this aim.</b></p>	<p>Undertake Corporate Workforce Plan and regularly update.</p> <p>We will ensure that our HRIS can supply the required data for planning purposes.</p> <p>We will ensure Business Units have effective forward business strategies.</p>	<p>Develop effective HR policy suite. Benchmarking of policy framework against like organisations.</p> <p>We have the right people with the right skills at the right time.</p> <p>Potential skill shortages are identified and addressed prior to impacting on business performance.</p>	<p>We will identify potential skill shortages prior to them impacting on business performance.</p> <p>We will develop strategies for managing an ageing workforce and engage with staff and their representatives on implementation of such strategies.</p> <p>We will undertake workforce planning.</p> <p>We will ensure effective succession plans are in place for each Directorate / Branch.</p>	<p>Our HRIS needs will be reviewed to ensure that it provides effective information capture, efficient reporting capability, and effective business processes.</p>

<p><b>Strategic Aim</b></p> <p style="text-align: center;"></p>	<p><i>To develop a culture of managing for performance, and rewarding accordingly.</i></p> <p style="text-align: center;"></p>	<p><i>To remunerate (salary and terms and conditions) at a level that allows us to attract and retain skilled staff.</i></p> <p><i>Ensure we recognise achievements and celebrate success in non monetary ways.</i></p> <p style="text-align: center;"></p>	<p><i>To foster a harmonious working environment.</i></p> <p style="text-align: center;"></p>	<p><i>We want to be an employer of choice. To attract and retain skilled staff and staff with critical skills.</i></p> <p><i>We have a diverse workforce that reflects the community we serve.</i></p> <p style="text-align: center;"></p>
<p><b>What we will do to achieve this aim.</b></p>	<p>We will review and implement an effective appraisal system. This will involve consultation with both staff and management.</p> <p>We will review the executive bonus system to ensure it provides adequate incentive / reward mechanism.</p>	<p>Enterprise Bargaining outcomes will seek to ensure we remunerate at an appropriate rate in comparison with other local government employers.</p> <p>The HR Policy Suite will include reward and recognition systems and flexible working arrangements.</p> <p>We will develop Corporate classification and job evaluation systems, for both contract and award based staff that are fair and equitable.</p>	<p>We will communicate effectively with the workforce on all matters relating to the People Management Strategy.</p> <p>Our HR Policy suite will include effective grievance procedures, and reaffirm our commitment to dispute settling processes in Awards and enterprise agreements.</p> <p>We will use consultation forums such as JUC and DCC to engage employee staff representatives.</p>	<p>We will continue to embrace effective recruitment policies and strategies, and training for staff involved in the recruitment process.</p> <p>We will develop our annual EEO plan to assist employment for key target groups eg disabilities, ATSI within selection on merit framework.</p>