People & Culture

ELT Update May, 2020

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The first 90 days…

- Where do I start?! Is it only 90 days…

- *We've developed a P&C Vision Statement (still WIP)*

    "**We partner with our customers, enabling ethical and effective leadership for successful business outcomes where employees feel safe, supported and valued**."

- We've reviewed the P&C Strategic plans (and other 5 documents!) to prioritise our work, reset timeframes and consolidate what had commenced

- The old and new team members are getting to know each other and…

BUILD A CREDIBLE AND VALUED PEOPLE AND CULTURE BRANCH

We will implement and deliver on the People and Culture Framework in order to live up to our stated value proposition.

- ✓ Recruit and induct P&C Team vacancies

- ✓ Increased data and reporting – Payroll, Safety & P&C generally

- ✓ Updating Procedures, Directives and repeal of old Policies (via Council)

- ✓ Responded to Audit reports

  - Internal – Payroll, Workplace Safety & Wellbeing Report, Recruitment & Selection.

  - External – Payroll

- ❑ Embed P&C Team and finalise roles and functions

- ❑ Continue to improve quality and content of reporting, including monthly P&C Report

- ❑ Complete all Audit actions from internal and external audits.

BUILD A CREDIBLE AND VALUED PEOPLE AND CULTURE BRANCH	PEOPLE AND CULTURE FRAMEWORK AND ACTION PLAN	SYSTEM CAPABILITY AND REPORTING

We will create a values aligned culture that supports and upholds our Behaviour Principles in everything we do, and which ensures ethical, responsible behaviour by all

- ✓ Leadership Charter finalised and launched
- ✓ Development of Behavioural Principles aligned to Leadership Charter
- ✓ Development of bi-monthly Pulse Survey to assess culture
- ☐ Development of a Performance Management Framework
- ☐ Redevelopment of P&C Intranet to improve the employee experience, access and information for all employees and managers

| VALUES-BASED CULTURE | BEHAVIOUR PRINCIPLES | PERFORMANCE FRAMEWORK AND PLANNING | REVIEW AND ALIGN VALUES AND BEHAVIOURS | EMPLOYEE ENGAGEMENT |

We will develop our collective and individual leadership capability and strengthen our focus on outcomes and accountability at all levels

✓ Leadership Competency Framework drafted

✓ Lunch and Learn series commenced to address immediate leadership skill gaps & priorities for managing a remote workforce

❑ Leadership Competency Framework finalised, approved and launched

❑ Development of Leadership Program to develop on competencies

❑ Corporate KPI's confirmed and linked to Performance Plans (including Safety KPI's)

LEADERSHIP CAPABILITY AND ACCOUNTABILITY	LEADERSHIP COMPETENCY FRAMEWORK	LEADERSHIP DEVELOPMENT PROGRAM	CORPORATE KPIs AND PERFORMANCE PLANS

We will support the effective and thoughtful management of change and support our people as they adapt and respond to our changing environment and community needs.

- ✓ Delivered Change Planning workshops for Corporate Service
- ✓ Draft Change Management tools to support people change initiatives
- ✓ The team has supported a range of organisational change initiatives across Council Departments
- ✓ Reviewing submissions of External Providers for delivery of Team Effectiveness Program
- ❑ Development of the Organisational Change Management Process for Organisational Change Management
- ❑ Incorporate Change Management Tools and disciplines into business advice
- ❑ Identify teams for pilot of Team Effectiveness Program & trial

ORGANISATIONAL CULTURE AND CHANGE	CHANGE MANAGEMENT	TEAM EFFECTIVENESS PROGRAM

We will implement strategies that ensure we understand, plan for and respond to our current and future workforce capability and capacity requirements, to be able to deliver on our short- and long term corporate objectives

- ✓ Development of workforce reporting data for analysis
- ✓ Development of Recruitment & Selection strategy
- ✓ A draft Workplace Relations Framework has been prepared taking into account Acts, Awards, Certified Agreements and relevant Directives and Procedures
- ❑ Review and update executive remuneration framework
- ❑ Development of recruitment reporting and targets
- ❑ Development of Talent Management Process and implementation

CAPABLE AND RESPONSIVE WORKFORCE	RECRUITMENT, ATTRACTION AND SELECTION	WORKFORCE STRATEGY	JOB FAMILY COMPETENCIES	JOB FAMILY POSITION DESCRIPTIONS
		LEARNING AND DEVELOPMENT	SUCCESSION PLANNING	TALENT MANAGEMENT FRAMEWORK

We will implement strategies that recognise and support the uniqueness, qualities and strengths of each person in our organisation to ensure they feel valued, confident and fairly treated at work.

✓ Development of Grievance Management Process (to be approved by JCC)

✓ Review of Diversity & Inclusion Strategy and implantation plans developed

✓ Increased reporting and analysis of current state

❑ Development of a ICC Reward and Recognition Program

❑ Develop and deliver Complaints and Grievance Management training and awareness

❑ Review and update Remuneration and role classification process, updating remuneration and reward guidelines

VALUED AND SUPPORTED	COMPLAINTS & GRIEVANCES	DIVERSITY AND INCLUSION	REMUNERATION AND CLASSIFICATION	REWARD AND RECOGNITION

ENSURE OUR PEOPLE STAY HEALTHY, SAFE AND PROTECTED FROM HARM

We will build a safety-first culture with a zero tolerance to harm where we all feel confident and committed to actively ensuring our personal and collective safety and wellbeing.

- ✓ Finalised Safety & Wellbeing Strategy

- ✓ Safety responsibilities entered into all position Descriptions

- ✓ The establishment of a core group of frontline employees as Safety Champions

- ✓ Nationally recognised mental health first aid training provided to 38 ICC employees with further sessions planned to achieve target of 10% of business trained

- ✓ WHS duties and obligations training delivered to ELT and commitment to Safety KPI's

- ✓ Formed a partnership with Local Government Workcare (LGW) to deliver long term strategies and resources to strengthen this partnership for support our injured workers.

- ✓ Establishment of an early intervention program to identify and implement opportunities to manage non work related injury and illness in the workplace – the WorkReady program

- ☐ WHS duties and obligations training to be delivered to Branch managers

- ☐ Link Safety KPI's to Corporate KPI's and Performance Management Plans

- ☐ Develop a Safety Leadership module to include in Leadership Development Program

| HEALTH AND SAFETY | SAFETY CULTURE AND LEADERSHIP | MENTAL HEALTH AND WELLBEING |

P&C were required to support the organisation in the management of this situation in a number of ways, including:

- Development of new Directives/Procedures to support the changes:
  - Special Pandemic Leave, Flexible Working Arrangements during a Pandemic, Redeployment Procedures, Changes to Leave approvals
- Identification of Risks and New Procedures under the Health Directives
  - Social Distancing, Changed Cleaning Protocols, Safe Work Procedures in Customer Facing areas, Money Handling, Paper Handling procedures, review of PPE and other chemical availability
  - High Risk Employees identified and redeployed to safer roles or placed on leave

- Development of a Virtual Lunch and Learn Series, including:
  - Managing Remote Teams
  - Managing Performance remotely
  - Effective Communications online
- Transitioned to Online Employee Inductions for all staff (within 3 days!)
- Transitioned to completely remote payroll management function
- Responding to **many** employee and management requests, emails, calls
  - Leave options, Working From Home, Parenting school children while working from home, School Closures, Impacts on performance,

Key Risks & Challenges

- Maintaining momentum, enthusiasm and engagement of the team, especially when they all return to the office after working remotely

- Bringing all team members along the journey of change and growth

- Changing the perception of P&C across the business

- Engaging all leaders across council to focus on their people, when they have so many competing priorities

- Some broader skills and capability gaps within the team to be developed

- Fast pace of work and changing/unknown circumstances with the current Pandemic

- Significant People challenges across the business due to significant change to working arrangements, unknown health, family and economic impacts

People and Culture Strategic Plan Actions

Action and KPI	Responsible	Timeframe	Status	FY2019-2020			FY2020-2021				
				APR	MAY	JUN	JUL	AUG	SEP	OCT	NO
Behaviour Principles developed and approved	OD	30 APR 2020	In progress								
- Integrated into daily practices	OD	30 JUN 2021									
Performance Framework developed and approved	OD	30 JUN 2020	Not started								
- Training delivered and system build ready for next phase	OD	30 SEP 2020									
- First round discussions complete	OD	18 DEC 2020									
- Performance Plans in place [2]	OD	18 DEC 2020									
ICC Values and Behaviours reviewed and aligned	OD	30 JUN 2021									
Employee Engagement Pulse Surveys and Actions	OD	18 DEC 2020	In progress								
Leadership Competency Framework developed and approved	OD	30 JUN 2020	In progress								
Leadership Development Program [1]	OD										
- Analysis completed	OD	31 JUL 2020									
- Develop and approved	OD	30 SEP 2020									
- Program delivered and complete for ELT and group 1	OD	18 DEC 2020									
- Program delivered and complete for all other leaders	OD	17 DEC 2021									
- Online Leader Learning	OD	Ongoing	In progress								
Leadership Performance											
- Corporate Goals agreed by ELT	MPC	30 SEP 2020									
- Performance plans in place [2]	MPC	18 DEC 2020									
Organisational Change											
- People practices, procedures and training for managing change [4]	OD	30 JUN 2020	In progress								
- Change Leadership Development Module [1]	OD	30 SEP 2020									
- Team Effectiveness Development Program [8]	OD	31 MAR 2021									
Attraction and Selection											
- Recruitment Strategy	BS	31 DEC 2019	Completed								
- Secondments and Temp Appoint. Process	BS	30 JUN 2020	Not started								
ICC Workforce Framework developed	OD	30 SEP 2020									
- Branch Level 3-year Workforce Plans	WR / BS	30 JUN 2021									
Key Job Families											
- Competency Framework developed	OD	30 JUN 2020									
- Position Description Templates developed	WR / BS	18 DEC 2020									
Learning and Development Strategy											
- Aligned to Competency Framework	OD	18 DEC 2020									
- L&D Plan in place	OD	30 JUN 2021									
Succession Planning Strategy developed and approved	OD	31 MAR 2021									
- Plan in place for critical roles	OD	30 JUN 2020									
- Plan in place for managerial and hard-to-fill	OD	30 JUN 2021									
Talent Management Framework and Communication Plan developed	OD	30 JUN 2021									

Where are we headed

Year 1 (2020)
Building the Foundations

- Workplace Relations – Directives, Processes, Business Partners supporting leaders
- Recruitment – process improvement, Establishment
- Payroll – Auditing, reporting, system & process stability
- Organisational Development – Performance Framework, Capabilities, learning compliance
- Safety & Wellbeing – Developing KPI's & education, building a wellbeing program

Year 2 (2021)
Developing our Culture & Leadership

- Workplace Relations – CA negotiation, BP's Coaching Managers & Leaders
- Recruitment – System development, employee remuneration & benefits
- Payroll – System & process improvement, HRIS improvement
- Organisational Development – Leadership Development, Inclusion & Diversity, Talent Management
- Safety & Wellbeing – Wellbeing & Safety Culture

Year 3 (2022)
P&C Performance

- Workplace Relations – Employment framework supports a constructive culture
- Business Services - Attraction & Retention of skilled candidates, HRIS & reporting available.
- Organisational Development – Leadership, Talent Management & Succession Planning and an inclusive culture
- Safety & Wellbeing – Wellbeing & Safety Culture embedded