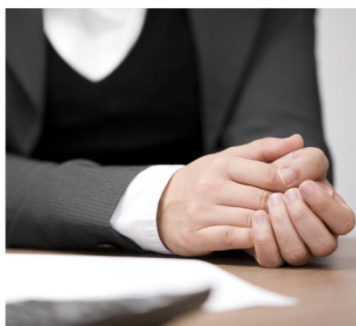




LOCAL
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Ros Cheales



At WorkPac Executive, we provide corporate level recruitment across accounting and finance, sales and marketing, supply chain and operations, legal & compliance, HR disciplines as well as expertise in talent management.”



People Management and the Business Challenge

Interactive Presentation/opportunity for questions:

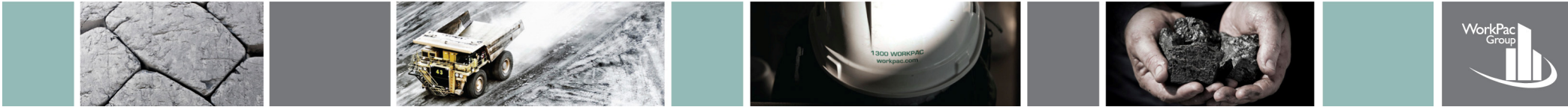
Discussion on People Management Strategies

Current State of Play

Future context

Future Proof People Management Strategies

Questions



People Management and the Business Challenge

Discussion on People Management Strategies:

- People management presents one of the greatest business challenges
- Strategies that capture the Council's vision and create an effective and productive workforce
- Core operations based on vision and strategy impact the HR function – transactional, tactical and/or strategic
- People management function embracing sustainability



People Management and the Business Challenge

Discussion on People Management Strategies:

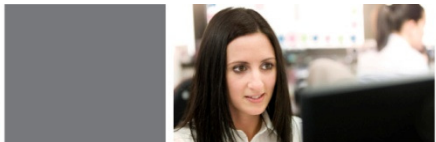
- Employee Profile
- Corporate Culture
- Employee Selection and Recruitment
- Employee Engagement
- Managing People through Change
- Employee Retention
- Industrial Relations Framework



People Management and the Business Challenge

Current State of Play:

- Are the leadership team across the **employee profile** and the **career aspirations** of employees?
- Is there a **Council Workforce Strategy**? Is it aligned with the Council Corporate Plan?
- Does the Council's **corporate culture** align with contemporary business needs?
- Is **workforce productivity** valued and measured?
- How effective is this **productivity** measurement?
- What strategies are in place to ensure an **effective workforce**?



People Management and the Business Challenge

Current State of Play cont:

- Is the **HR function fit-for-purpose?** Is it transactional, tactical, or strategic?
- Who is responsible for recruitment of business critical positions and **people sourcing?**
- Does the leadership team **measure people management** through change processes? Effectiveness?
- Is the HR function focused on **organisational development** and **learning and development?**
- Is the HR function predominately a **change agency?**
- Is this timely placement to meet business needs?



People Management and the Business Challenge

Current State of Play cont:

- Does the Council have the **capability** and allocate **responsibility** within the HR function to deliver strategic outcomes?
- Does the Council send employees on secondments to other organisations to further **develop skills**?
- Are **employee retention** measures consistent with the Council's current Workforce Strategy?
- Who leads **people engagement** within the Council?
- What is the current level of employee engagement? **Baseline**?
- Are **strategic industrial relations** in place?



People Management and the Business Challenge

Future context: Business Challenges for Local Government

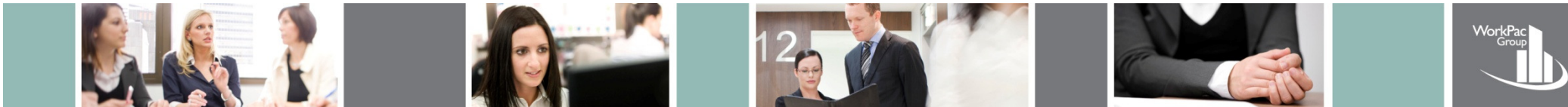
- **Global forces** - global search for talent and increasing trends in international mobility
- Technology becomes even more pervasive and **high-tech business models** prevail
- **Networks** remain critical to business – online systems buying, selling and trading services
- **Consumers and employees force change** – their preferences will dominate
- **More science to human capital** – explicit connections between people and performance
- Employees – aware of **value** that their human capital represents
- **Metrics and data** driving business performance



People Management and the Business Challenge

Future context cont:

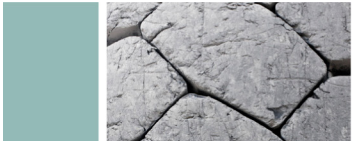
- **Employment law** – policies and practices look beyond regulations
- **Political** – merges and divestment
- **People management challenges** – will prevail!!
- More **corporate integration** rather than fragmentation – size organisations; good business sense
- **Extended people risk agenda**
- **Leadership teams** – focus on evolution of corporate culture and values alignment



People Management and the Business Challenge

Future context cont:

- Aspects of **employees lives** – holistic approaches, corporate health, safety management
- **Blurring boundaries** inside and outside work – technology driven/flexibility
- **Individualised relationships** with consumers and employees
- Travel and face to face time **Versus** technology enabled communication
- Working across teams in **different locations**
- Changes in HR function to accommodate **virtual social networks**
- **Strategic industrial relations**



People Management and the Business Challenge

- How well do the people management strategies measure up to predictions?
- What are the implications of these predictions?
- How will the current people management strategies be adapted?
- Rigorous recruitment processes – “employees fit” with corporate ideal and competency-based behavioural interviews
- Competition for talent - effective sourcing channels
- Compulsory corporate culture learning/development programs
- Retention of Employees – policies to retain talent



People Management and the Business Challenge

People management strategies – predictions/implications/adaptations cont:

- Individualise relationships with employees
- Transition/mobilisation
- Senior executives - own personal agents who represent them – best deal
- Developing employee brand reflecting identity, ethical behaviours and corporate responsibility
- Communicate, communicate, communicate



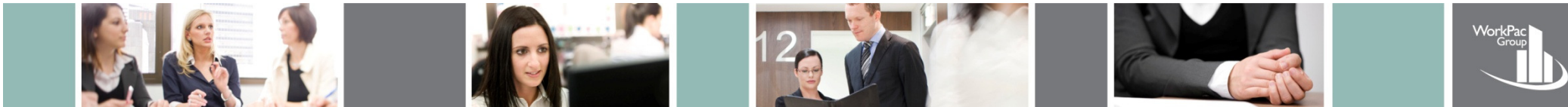
People Management and the Business Challenge

Future Proof People Management Strategies:

“...the future is not a place we go to but one which we can create”

- Is there an intention to further develop HR business partners to manage any extended people risks?
- Will the Council’s leadership use agents to assist with sourcing the right candidates, attracting and retaining the best talent?
- Will the Council’s people metrics keep track of individual performance and productivity?

“You have to measure the things you attach value to”



People Management and the Business Challenge

Future Proof People Management Strategies cont:

Consider how business models and approaches may need to change in readiness for the future

- Core Operations - driven from longer term vision and strategy
- Competition for Talent – improved partnering models; leadership through uncertainty
- Driving a Talent Management agenda - CEO down
- Recruitment Paradigm – shifts in sourcing talent



People Management and the Business Challenge

Future Proof People Management Strategies cont:

- Flexible Workforce - employment contracts; churn and rapid turnaround
- People Engagement – project-driven bonuses normalised
- People Metrics and reporting to manage
- People Retention - develop/train to retain; continuous improvement in reward and performance culture
- People management function embracing organisational sustainability



People Management and the Business Challenge

Focus - Future

- Core Operations
- Competition for talent
- Talent acquisition and retention
- Flexible Workforce
- People Engagement
- People Metrics and reporting
- Sustainability

Questions?

Thank you for all contributions to this presentation.

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