



# Human Resources Strategy

## 2011-15



April 2011

# Message from the Human Resources Manager



This Human Resources Strategy sets out how HR and Management aim to make our organisation the Employer of Choice, focussing on our people.

My aim is to assist you all to make the most of your time with us and for it to be a productive and enjoyable journey.

Many faces: one vision.

Jackie Mastrovich  
**HUMAN RESOURCES MANAGER**

## *Introduction*

In order to be successful, Ruapehu District Council (RDC) has to develop its human resources. Acquiring and retaining the 'right' employees and committing to their development is fundamental to achieving the vision and goals of the organisation.

The Human Resources Strategy is central to mapping how we will do this. The Strategy also sets out the ways in which we will retain staff through effective rewards, good management, leadership and by establishing a culture and environment that encourages alignment with the goals and values of RDC.

RDC needs to develop a highly motivated and capable workforce. To achieve this it requires:

- Human Resource issues being central to all strategic level decision-making in the organisation.
- A culture that encourages all members of staff to be highly motivated and committed to the organisation, the District and work towards its continuous improvement.
- The development of a culture of rewarding staff, acknowledging achievements and ensuring pay equity.
- A focus on the personal development of staff, involving them in continually developing their skills to set them up for success, leadership building and personal growth.
- The development of a culture of high trust, transparency, team collaboration and willing co-operation to maintain the employee/supervisor relationship.



*The "Pink Ladies" - Council encourages staff to take part in local and national fundraising. This event was for Breast Cancer Awareness*

**Vision**

Ruapehu is the District of choice, where adventure begins and life is enhanced.

**Core Result Areas for Council**

- Customer Service.
- Service and Asset Management.
- Quality and Performance.
- Risk Management.
- Sustainable Management.
- Growth.

The Human Resources Strategy aims to support and enable the Vision of the organisation as a whole by:

- Building an environment at Council which is positive about living in the Ruapehu District.
- Recruiting the right people.
- Working with employees towards building a culture that achieves our vision.

**Vision Link**

Ruapehu District Council will be an ‘employer of choice’ in this District and in the local government sector.

It will be a positive and fun place of employment, where its people are cared for and well trained.

It actively engages employees’ excitement for building the District as a great place to live, work and play.

**Values**

**People** - People here come first.

**Teamwork** - We achieve great things because we work together.

**Continuous Improvement** - We have a driving passion to develop, innovate, learn and move forward.

See also Council Values Statement on Website: <http://www.ruapehudc.govt.nz/Site/Council/Employment.ashx>

**Limiting Factors**

RDC is influenced by the external environment. For example, new legislation (which may require different skill sets than currently employed), shortage of competent potential human resources (competition from better resourced and larger councils) and other factors like geographical isolation.

RDC is also a small local government entity and will have the associated continuing pressures in relation to economies of scale.

For more information on recruitment see ‘Recruitment of Staff at Ruapehu District Council’ on our website:

[www.ruapehudc.govt.nz/Site/Council/Employment](http://www.ruapehudc.govt.nz/Site/Council/Employment)

Council offers the scope of work in jobs that is often not available in larger councils.

People who come here to work will have enhanced their career through the diversity we offer.

**Strategic Themes**

The HR Strategy has seven themes, which work together towards achieving the goals and vision of RDC. Individual strategies have been identified for each theme. These will be developed and delivered over the next three years.

The themes are:

1. Attracting, recruiting and retaining the right people.
2. Recognition, reward and reimbursement.
3. Leadership development.
4. Building capacity, personal growth and succession planning.
5. Staff engagement.
6. Performance management.
7. Health and Safety.

The themes are all inter-connected.

To fulfil the goals and visions of the organisation we must have the right people with us.

# Goal 1

## Attracting, Recruiting, Retaining the Right People

### Introduction

RDC needs to attract, recruit and retain high quality staff to support all of its activities in order to deliver the necessary levels of service internally and to the community. The challenges in attracting and developing the staffing profile we require, are:

- Understanding talent and potential within our current staff.
- Understanding the profile of what to look for when recruiting.
- Expanding our recruitment base, including developing structured training programmes to support 'growing our own talent'.
- Developing appropriate strategies for the development of high potential individuals, eg, the identification of internal skills.
- Succession planning to identify future potential leaders for key positions and developing them accordingly.
- Ensuring equality of opportunity and the embracing of diversity is embedded in all stages of the talent management process.

RDC recognises that it is competing in a limited local and national market. In order to lever competitive advantage we need to understand and positively promote the benefits of working for a small, rural council, but one that can also win national awards. Recruiting for high quality Team Leader and Management positions is likely to remain difficult. A strategic objective is to develop succession planning strategies that identify and develop staff to fill these roles.

Workforces in the 21<sup>st</sup> century have independent views about their lifestyles and this requires well developed policies on work/life balance. A Flexible Working Policy should provide the opportunity to balance operational and individual requirements, enhance corporate performance through reduced absenteeism rates, increase staff motivation and job satisfaction.



*Claudia Zimmer - Recently received a 10 years Service Award*

### Objectives and Measures

RDC will address recruitment and retention through the following strategic objectives:

Objectives		Measures
1	<ul style="list-style-type: none"> <li>➤ Promote RDC as an employer of choice (Employment Branding).</li> <li>➤ Use a combined approach with other key employers in Ruapehu.</li> <li>➤ Continue to enter and win awards.</li> </ul>	<ul style="list-style-type: none"> <li>➤ &lt;18% turnover per year (2007 to 2010: average was 8.8% turnover).</li> <li>➤ Improved staff satisfaction to 80% (2010: overall perception 74.6%).</li> <li>➤ Reduce extended recruitment times (attract right people first time).</li> <li>➤ 60% of promotions are filled internally.</li> </ul>
2	Maintain health and wellbeing and flexible working policies, in support of a positive working environment, including family needs.	
3	Develop succession planning and career progression policies that support flexible staff deployment.	
4	Employ people who match the values set of RDC.	
5	Regularly review the Recruitment Policy.	

# Goal 2

## Recognition, Reward and Reimbursement

### Introduction

RDC has implemented benchmarking of salary for all staff, based on the Local Government Remuneration Survey. This provides a foundation for the development of new reward, recognition and progression policies. Ensuring pay equity within a limited pay budget is likely to be increasingly challenging.

RDC recognises its overheads are a significant expenditure and needs to ensure these are robustly controlled.

A stated Remuneration Policy would ensure transparency towards pay increases and bonuses.

Development of a Rewards Policy would acknowledge the importance of non-financial reward elements such as recognition, opportunity, achievement and work/life balance.

### Objectives and Measures

RDC will address recognition through the following strategic objectives:

Objectives		Measures
1	Maintain a Remuneration Policy, benchmarking against the Local Government Survey.	<ul style="list-style-type: none"> <li>➤ 100% of full time and permanent part time staff have Performance Review and Development (PRDs) and performance results link to rewards.</li> <li>➤ Remuneration Policy adopted by November 2011.</li> <li>➤ Rewards Policy adopted by November 2011.</li> <li>➤ Annual Staff Awards ceremony held.</li> <li>➤ &gt;3 staff are involved in volunteer programmes.</li> <li>➤ 65% of staff agree that performance is rewarded, as measured by the annual Staff Survey (2010: 56.25%).</li> </ul>
2	Maintain a Rewards Policy. <ul style="list-style-type: none"> <li>➤ Recognition and rewards that focus on elements other than pay, eg, extra leave, sabbatical, club membership, health cover.</li> <li>➤ Rewards policies which provide, where appropriate, the ability to reward team and individual contribution.</li> </ul>	
3	Develop a Community Volunteer Policy (Staff Community Days).	
4	Recognise staff who continually demonstrate the organisational values.	

*Below Left: The Land Transport (Roading) Team - Andrea Nicol, Warren Furner (Team Leader) and Cook Te Wano - Recipient of the 2010 Staff Innovation Award.*

*Below Right: Sandra Holman - Recipient of Staff Customer Service Award in 2010.*



# Goal 3 Leadership Development

## Introduction

Leadership is fundamental to the delivery of RDC services. An aim of the HR Strategy is to develop high quality leadership at all levels of the organisation. Succession Planning strategies are also likely to focus on identifying and developing leaders for Team Leader and Senior Management roles. It is important that career progression and succession planning strategies and policies are appropriately aligned.

The development of leadership capability and the appropriate leadership style is linked to other key strategic objectives. Leaders need to focus on communication, employee engagement and the coaching and development of staff. RDC needs to identify leadership potential and put in place appropriate development through succession and career planning.

## Objectives and Measures

RDC will address leadership development through the following strategic objectives:

Objectives		Measures
1	Identifying leadership potential and putting in place the appropriate succession planning strategies.	➤ 80% satisfaction with leadership development by programme participants.
2	Equipping leaders to lead and manage change in accordance with RDC values and desired leadership behaviours.	➤ Annual succession planning programme maintained.
3	Ensuring our leaders match the RDC values set and measure that performance accordingly.	➤ Leadership development assessed on all Team Leaders and Senior Managers' PRDs. ➤ 75% of staff agree, as measured by the Staff Survey, that leaders model the values of RDC.

*Pauline Love, Team Leader Strategic Development - Recipient of the Excellence in Teamwork Award for 2009 and 2010 and Chief Executive's Supreme Award in 2010*



# Goal 4

## Building Capacity, Personal Growth, Succession Planning

### Introduction

It is important that all staff are empowered to take responsibility for their learning and development. Promoting lifelong learning is a key strategic objective.

RDC recognises the importance of mentoring and engaging staff in enhancing professional and personal skills.

RDC will support this through the development of mentoring skills and schemes and seeking to develop external networks where appropriate.

### Objectives and Measures

RDC will address building capacity, personal growth and succession planning through the following strategic objectives:

	Objectives	Measures
1	Maintain a Learning and Development Policy including: <ul style="list-style-type: none"> <li>➤ Staff attendance at conferences</li> <li>➤ Formal study (Professional Development).</li> <li>➤ Internal workshops.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Between 2 - 4% of salary budget dedicated to training annually.</li> <li>➤ Training is linked to PRD development plans.</li> <li>➤ 80% satisfaction with staff training.</li> </ul>
2	Maintain a leadership development training programme to develop leaders' ability to coach and develop their staff, using this as a performance measure of high quality leadership.	
3	To develop a culture of continuous learning led by leaders, which is supported by reward and career progression policies.	



Customer Service Officers Shirley Hayes (left) and Lee-Anne Jolley (right)

# Goal 5 Staff Engagement

## Introduction

Staff engagement is key to delivery of the goals and vision of the organisation. Leadership and management capability is core to achieving staff engagement and to promote collaboration towards a 'whole of organisation' working environment.

Regular staff surveys provide a measure of performance and enables the organisation to develop strategic interventions where necessary.

## Objectives and Measures

RDC will address Staff Engagement through the following strategic objectives:

Objectives		Measures
1	Ensuring that the HR Strategy enables delivery of strategic policy.	➤ The HR Manager is represented on the Senior Management (Strategy) Team.
2	Giving staff a voice so that they actively have a say in employment issues which affect them.	➤ An Organisational Development Forum is maintained and reports to the organisation annually.
3	Ensuring employee behaviours are consistent with RDC values.	<ul style="list-style-type: none"> <li>➤ An active annual programme of reviewing staff policies is maintained.</li> <li>➤ Staff briefings and newsletters are regularly delivered.</li> <li>➤ 73% in culture and values section of the staff survey measures positively.</li> </ul>



Left: Blair Thomas (Taumarunui Landfill) and Right: Shane Hastelow and Kamu Lala (Taumarunui Library)



# Goal 6 Performance Management

## Introduction

RDC recognises that performance management at organisational and individual levels is key to exceptional delivery of our services. An aim of the HR Strategy is to develop leaders and managers to manage performance in such a way that staff:

1. Know and understand what is expected of them.
2. Have the skills and resources to deliver what is expected of them.
3. Take accountability and responsibility for their performance.
4. Are given regular feedback on their performance.

5. Are mentored to improve performance.
6. Know that under-performance will be addressed.

While excellent performance can be openly rewarded, it is acknowledged that poor performance cannot always be dealt with in a transparent way.

The sharing of knowledge, expertise and highly effective team work is recognised as a significant enabler of the implementation of the goals and vision of RDC. Excellent knowledge sharing processes will support RDC in maximising staff expertise.

## Objectives and Measures

RDC will address Performance Management through the following strategic objectives:

Objectives		Measures
1	Reviewing and improving the current PRD system annually.	<ul style="list-style-type: none"> <li>➤ 20% of employees are in the exceptional performance range of at least one category of the PRD.</li> <li>➤ 90% of employees are satisfied that they understand the PRD system.</li> <li>➤ 70% of employees agree that their PRD was a fair process and reflection of their performance.</li> <li>➤ 65% of employees agree that poor performance is adequately addressed, as measured by the Staff Survey.</li> </ul>
2	Training Managers and Team Leaders in Performance Management skills.	
3	Increasing staff knowledge on the PRD process.	
4	Ensuring PRDs are aligned with the strategic direction of Council each year.	



Murray Ranginui receives training from supervisor Andrew Atkinson

# Goal 7 Health and Safety

## Introduction

Health and Safety is important to the delivery of the organisation's goals and vision. Issues that affect health and safety in the organisation include stress, as well as physical dangers and occupational hazards within the workplace, including when staff are travelling or working outside the main offices.

Regular staff surveys provide a measure of organisational health and safety and enable the organisation to develop strategic interventions where necessary. Regular Health and Safety Committee meetings also help to develop strategies to combat any issues.

## Objectives and Measures

RDC will address Health and Safety by:

Objectives		Measures
1	Promoting a safety culture where staff also take responsibility for their personal wellbeing.	➤ Near misses and incidents are kept to a minimum (only three incidents reported in 2010).
2	Holding regular Health and Safety Committee meetings.	➤ 90% of staff are satisfied with Health and Safety Standards.
3	Keeping a register of all incidents, issues and solutions.	➤ The Health and Safety Committee meets at least two monthly.
4	Promoting effective Health and Safety workshops for staff, including occupational safety and work habits.	➤ Annual Report of Health and Safety Committee is reviewed by the Strategy Team.

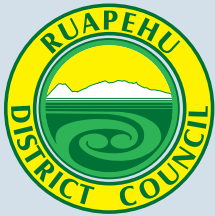


Left: Murray Ranginui, Waimarino Transfer Station. Right: Denny Moynihan, Contracts Supervisor, Property Team

# Action Plan

Action Plan	Objectives	Outputs
Attracting, recruiting and retaining the right people	<ul style="list-style-type: none"> <li>➤ Promoting RDC as an employer of choice.</li> <li>➤ Career progression development.</li> <li>➤ Recruitment Policy.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Developing a pack promoting the District and benefits of working at RDC, building on the strengths of a rural and tourist environment.</li> <li>➤ Employment branding.</li> <li>➤ Review Staff Benefits Policy.</li> <li>➤ Develop Recruitment Policy.</li> </ul>
Recognition, reward and reimbursement	<ul style="list-style-type: none"> <li>➤ Remuneration and Rewards Policy.</li> <li>➤ Community Volunteer programme.</li> <li>➤ Review current Staff Awards process.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Develop Remuneration Policy (market related salaries).</li> <li>➤ Develop a Recognition and Reward Policy that focuses on elements other than pay, eg, extra leave, sabbatical, club membership, health cover.</li> </ul>
Leadership development	<ul style="list-style-type: none"> <li>➤ Equip leaders to lead and manage change.</li> <li>➤ Identify leadership potential.</li> <li>➤ Define the role of leaders.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Work towards annual Leadership training.</li> <li>➤ Identify leadership roles.</li> </ul>
Building capacity, personal growth and succession planning	<ul style="list-style-type: none"> <li>➤ Learning and Development Policy.</li> <li>➤ Develop leaders and managers.</li> <li>➤ Culture of continuous learning.</li> <li>➤ Succession planning.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Develop policy on training and development covering staff attendance at conferences, formal study (setting targets), internal workshops, study groups.</li> <li>➤ Develop Succession Planning Policy.</li> </ul>
Staff engagement	<ul style="list-style-type: none"> <li>➤ Building Culture that reflects RDC Values.</li> <li>➤ Identify a staff leader.</li> <li>➤ Promote effective teamwork as a means of supporting staff engagement.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Management support for social events.</li> <li>➤ Regular Chief Executive briefings to staff.</li> <li>➤ Follow up on regular staff surveys.</li> <li>➤ Encourage external and internal team events.</li> <li>➤ Encourage social events (birthday morning teas, etc).</li> <li>➤ Community involvement.</li> </ul>
Performance management	<ul style="list-style-type: none"> <li>➤ Reviewing and improving the current PRD system.</li> <li>➤ Training Managers and Team Leaders in Performance Management skills.</li> <li>➤ Increasing staff knowledge on PRDs.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Review PRD forms and process.</li> <li>➤ Train leaders and supervisors on performance management.</li> <li>➤ Run workshop on PRDs.</li> </ul>
Health and Safety	<ul style="list-style-type: none"> <li>➤ Promote a safety culture.</li> <li>➤ Provide staff with regular Health and Safety training.</li> <li>➤ Regular reporting.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Employee participation scheme.</li> <li>➤ Staff workshops.</li> <li>➤ Hazards awareness.</li> <li>➤ Committee provides reports to management.</li> </ul>

***Council's Vision: Ruapehu is the District of choice, where adventure begins and life is enhanced***



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