

Data drives workforce decision-making at Northern Beaches Council

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Northern Beaches Council Snapshot

Environment



114 km²

Bushland surrounds us in
three major national parks



80 km

Coastline



254 km²

Land in five wards: Pittwater, Narrabeen,
Frenchs Forest, Curl Curl and Manly

Economy



32,327

Local businesses
(ABS 2020)



52%

Residents work locally
(ABS 2016)



61%

Trade or tertiary
qualification
(ABS 2016)

Community



21

Surf Clubs keep people
safe at the beach



272,184

Population now
(ABS 2021)



101,630

Dwellings
(ABS 2016)

Workforce



1,777

Employees



9 years

average tenure

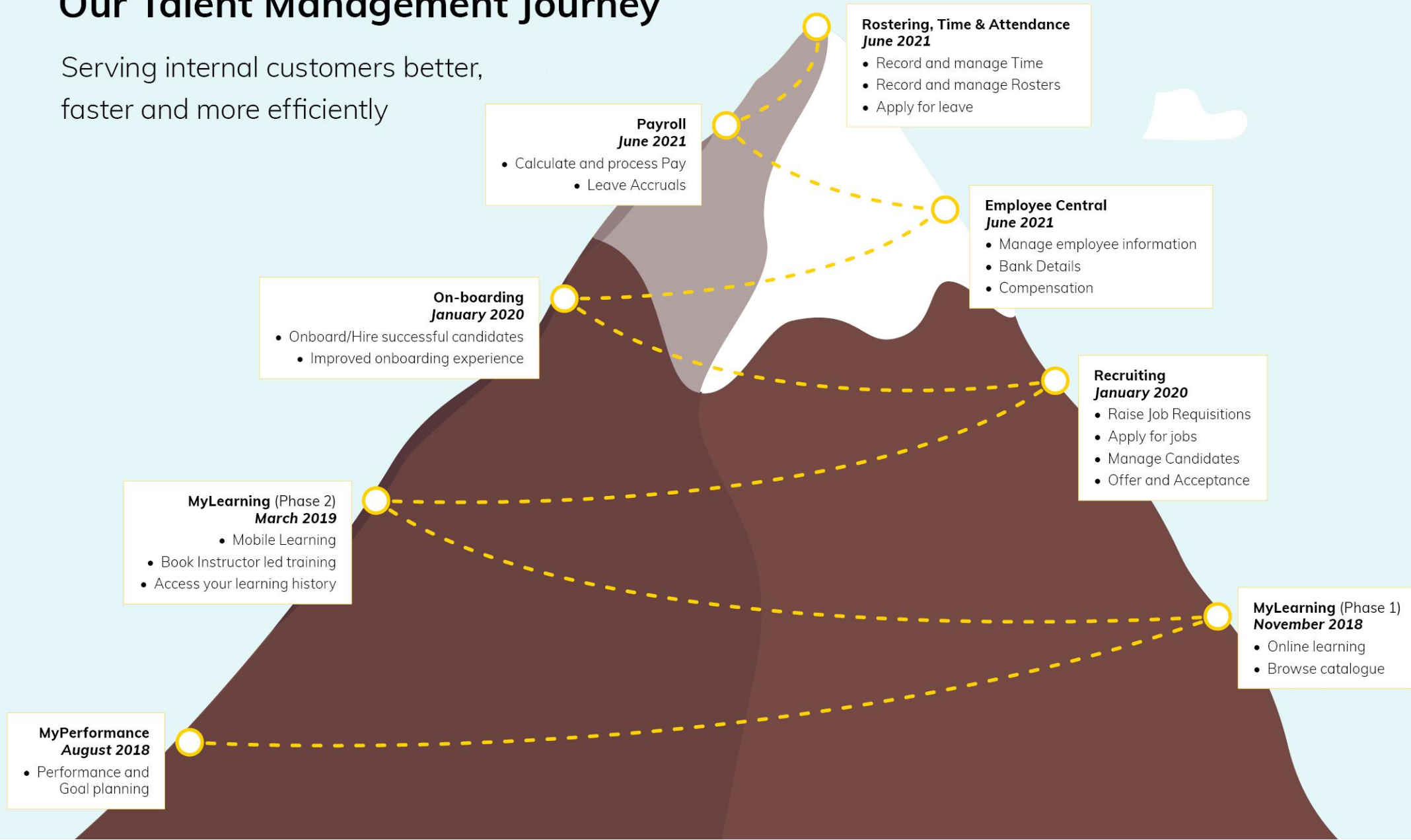


79%

live on the Northern Beaches

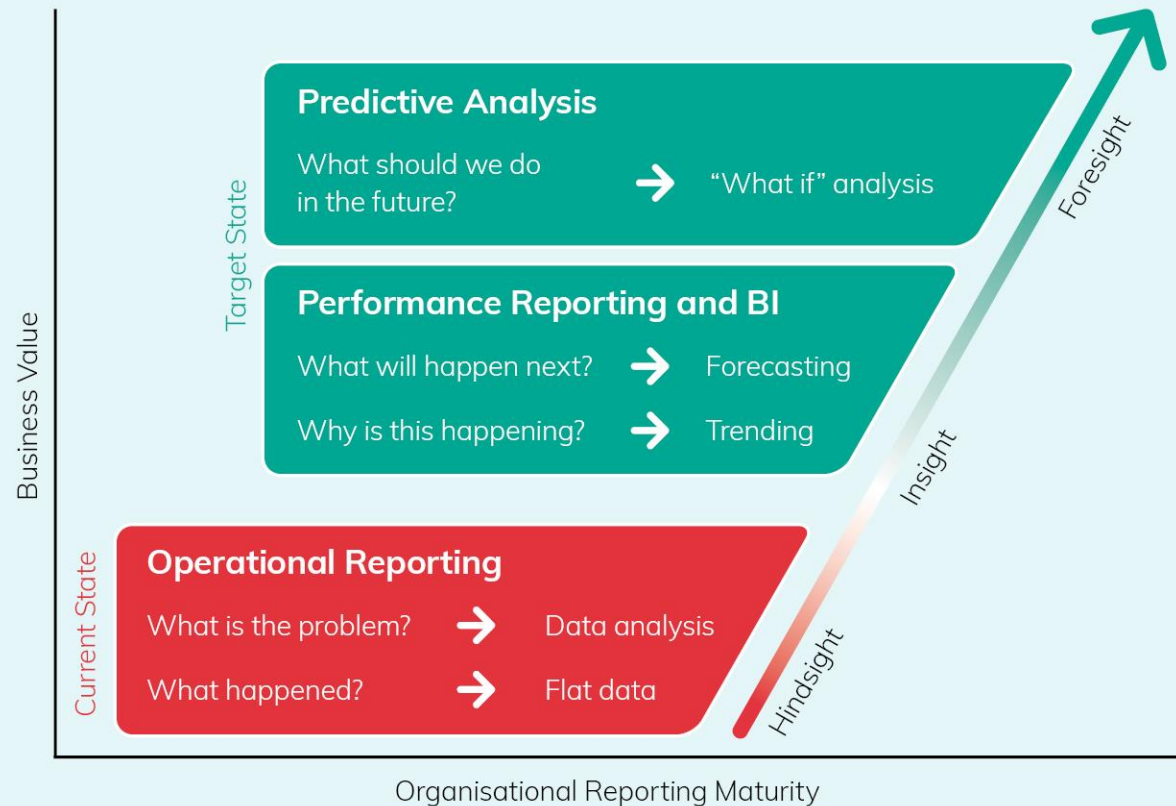
Our Talent Management Journey

Serving internal customers better,
faster and more efficiently



Reporting / Business Intelligence Maturity Index

Combining these information lenses has allowed us to produce and harness information and supported the maturity of workforce reporting.



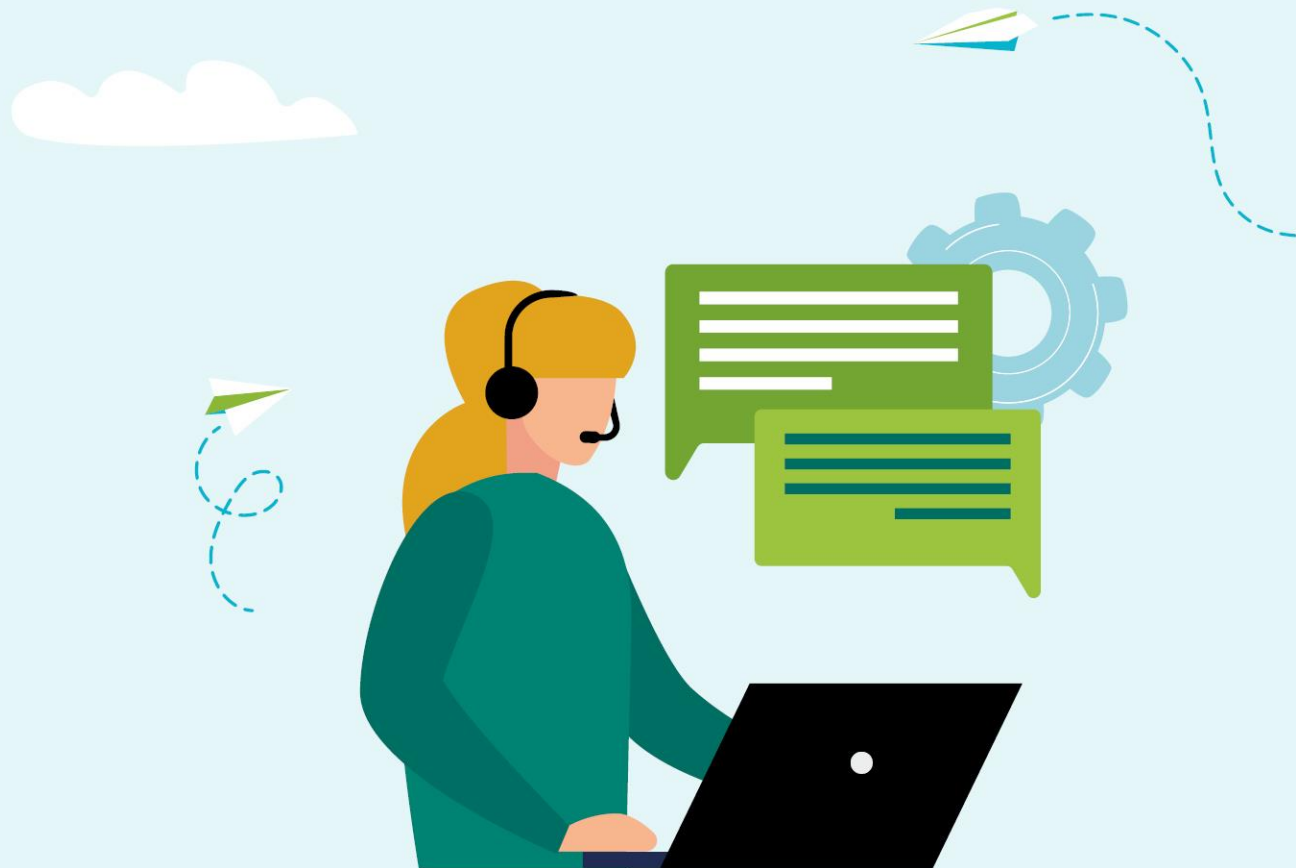
Establishing the foundations

- Be clear about the why
- Get it right at the start
 - system design and build
- Ensure you've got the resource/s to deliver reporting and analysis
- Contemporary HR roles and capable HR people
- People leader accountability and capability to make data driven decisions
- Fit for purpose HRIS support



Be clear about the why

- Local government exists to service the community – to deliver on our community promise we need workforce data to drive positive ESG practices and impacts (or limit negative ones)
- Engaged and satisfied workforce = great customer outcomes



System design - get it right from the start

- Early consideration of data and reporting requirements
- Data quality and quantity to be transferred to new system
- Storage and security
- Reporting suite (self-service)
- Historic data.



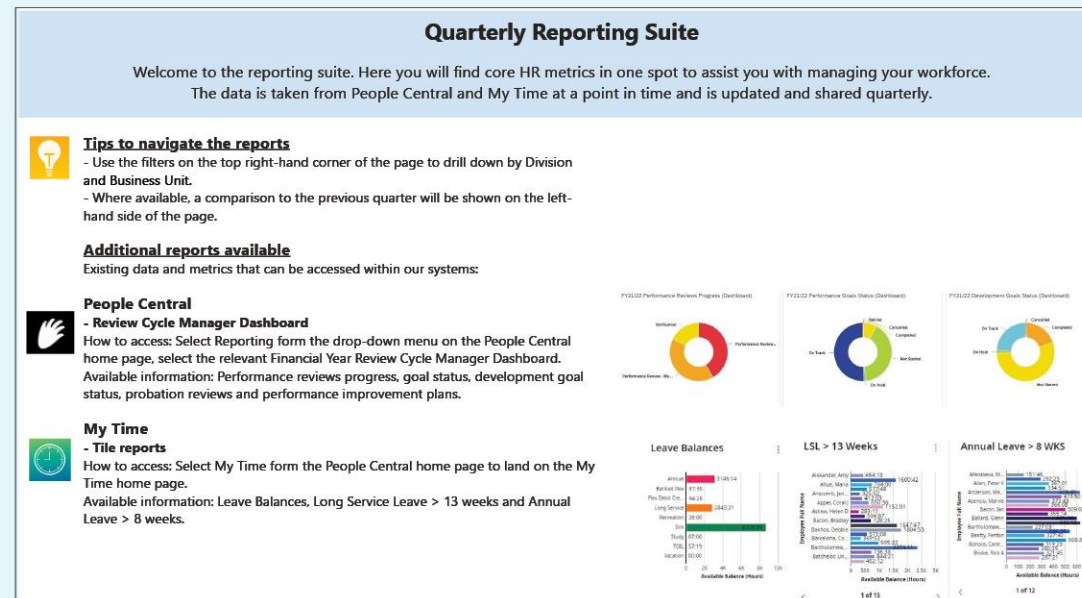
Promote self-service

Reporting and Analytics in My HR module for managers:

- Compensation Information
- Job Information (nominal position, hours and project codes)
- Performance Review Cycle Manager Dashboard

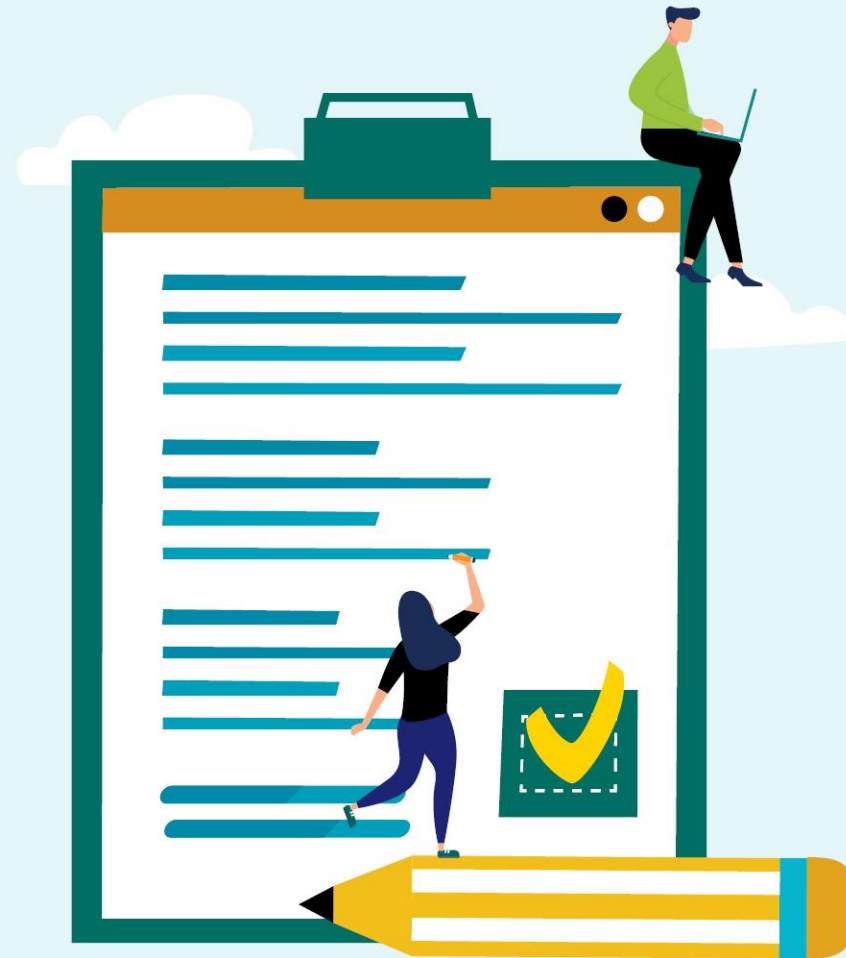
UKG:

- Leave balances.
- LSL greater than 13 weeks
- Annual leave greater than 8 weeks



Establish workforce planning and reporting role/s

- Identify resource/s with responsibility for planning, forecasting, reporting and analytical support to HR and wider organisation
- Establish reporting schedules
 - build reports (adhoc and standard)
- Ensure reporting and analysis capability (power BI)



Ensure capability of HR team members

- Inform and coach people leaders and decision-makers in application of data and information to their business and workforce
- Design people programs that deliver evidence-based outcomes and behavior shifts
- HR Business Partners equipped to increase their strategic impact and value to the organisation



Build organisational capability and accountability to optimise workforce contribution

Workforce Leadership

OPTIMISE WORKFORCE CONTRIBUTION

Hire and deploy people effectively and apply sound workforce planning principles



Foundational

Allocates work tasks appropriately to make the best use of the skills and strengths of people in the team

Identifies current and potential resource/capability gaps in the team and seeks advice on how to manage them

Ensures that team members make effective use of time and resources



Intermediate

Develops team/project plans that make the best use of the skills and strengths of people in the team

Plans and monitors resource allocation against unit/project plans

Identifies solutions to current and potential resource/capability gaps

Participates in workforce planning to ensure the availability of capable resources



Adept

Develops team/project plans that take into consideration individual capabilities, strengths and preferences

Identifies opportunities for stretch assignments to help grow the capabilities and experience of staff

Plans and monitors team resource allocation in line with organisational priorities

Makes informed contributions to workforce planning and resource allocation processes

Makes good recruitment decisions based on the capabilities, knowledge and experience required in the role



Advanced

Ensures resource management plans effectively distribute people resources in line with priorities

Develops workforce management plans that link to current and future organisational priorities and objectives

Uses talent management processes to guide learning and development investment and to allocate critical roles

Recruits capable people with varied backgrounds, styles and strengths



Highly Advanced

Ensures that operating models, systems, processes and workforce structure are aligned to key organisational strategies

Oversees the workforce management strategy to ensure the organisation is the right size and shape to deliver outcomes

Champions the benefits of diversity and ensures hiring practices attract diverse applicants and minimise selection biases

Ensures talent management processes are in place to inform organisational development priorities and investment decisions

HRIS Support

- Data integrity
- System enhancements
- Mitigate information decay



Data drives decision-making:

Workforce Management Strategy 2022-2026

Positioning the workforce with the capacity and capability to deliver on the community's vision.

Key inputs:

- External data scans and metrics
- Internal workforce metrics and analysis



Measurable improvement in development of workforce strategy

- Increased confidence in data quality
- Increased access to useful data
- Ease of data extraction
- Development of standard reputable reports



Recruitment in Childrens Services

Decentralised recruitment process

Reports:

- # of applications by role type (director/teacher) and engagement type (cas/perm/temp – recruitment module)
- Frequency, number and placement of advertisements (jobs boards/ recruitment channels)
- Time in each recruitment phase (recruitment module)

What did we identify?

- Flooding the market with job opportunities
- Devaluing the employment proposition and brand
- Poor process to manage with extended timeframes



Recruitment in Childrens Services

Decentralised recruitment process

Actions:

- Move to an evergreen approach
 - always open for all roles with applications moved to specific job requisitions or into talent pools
- Implemented a process to monitor, review and manage process
- Developed employment messages and employee brand

Outcomes:

- Pool of pre-approved job ready talent
- Reduced time to fill



Pandemic response and resource allocation

Reports:

- # regular and systemic casuals and hours/patterns of work (EC payroll/workforce dimensions)
- Identification of roles/affected by the shut-downs
- Identification of roles and activities required to respond to the pandemic

Actions:

- Assign affected employees to meaningful and necessary work

Outcome:

- Continued employment for long-term casuals
- Workforce available to deliver increased and different services required to support the community.

Quarterly workforce reporting

Consolidated compliance and performance reporting

Previous:

- Extracted data from three different systems
- Manual processes
- Less confidence in data accuracy
- Limited data availability

Quarterly workforce reporting

Consolidated compliance and performance reporting

Current:

- Created a reliable baseline
 - Recognition numbers and types
- Data includes:
 - Remote working information
 - Remuneration
 - Safety statistics
 - Performance outcomes
 - Turnover rates and reasons
 - Workforce demographics (age, home, location, tenure)
 - Learning and development activities

Journey continues.....

- Drive for continuous improvement
- Increase standard reporting suite
- Drive capability in analysis and decision-making
- Data warehousing

Improved outcomes for internal and external customers and community.

How to Connect with Me

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