

STRATEGIC PLAN

RECRUITMENT AND RETENTION PROJECT

JULY 2006 TO JUNE 2007

Approved 18 October 2006

Introduction

1. The recruitment and retention project arises from the concern within the local authority sector that it faces unique problems in recruiting and retaining key staff, particularly professional staff, immediately and in the long term.
2. Research commissioned by SOLGM into perceptions of the sector as an employer was conducted by Deloitte. The results indicated that, while there were legitimate concerns, there were also some positive notes to build upon. Ignorance of local authority careers seemed to be a key problem.
3. In October 2005 the Project Steering Committee compiled a proposed strategic plan which was submitted to the SOLGM Executive Committee for consideration. The Executive Committee agreed the following initiatives as Stage Two of the project:
 - Building Commitment to Project and Implementing
 - Industry-level planning
 - National Branding and Marketing of Local Government
 - Career path planning/ education and training
 - Meeting immediate needs/ Finding the right people now
 - Extending networks
4. The project has been funded from levies on individual local authorities and 75 have paid the most recent levy. A Governance Committee comprising the Business School Advisory Board plus 3 sector HR Professionals has been established. Jim Harland, CEO of Dunedin City Council, is the Project Sponsor at CE level.
5. A Project Manager was appointed in April 2006.
6. Haines Recruitment Advertising were retained to assist in the development of an employment campaign, including theme and branding, placement and so on. The Steering Committee has authorised Haines to continue with the theme "People Shaping Progress".
7. A reference group internal to the sector has been formed to provide feedback on these branding proposals.

Key Result Area

8. The project is a high profile initiative by SOLGM, requested by CEOs and funded by 88% of local authorities. Therefore the following KRA is proposed for the SOLGM 2006/07 Annual Plan:

"that SOLGM completes the actions contained in the Local Government Recruitment and Retention Strategic Plan by 31 March 2008."

9. On 18 October the Governance Committee:
 - a) set the following outcome for the project:
“that the local government sector is recognised as a credible and attractive career option” and
 - b) reprioritised the components for stage two of the project as set out in paragraph 3, for inclusion in the Strategic Plan.
10. This project strategic plan addresses the period 2006/2007, and looks forward to 2007/2008.

Work Priority Logic

11. The project has been prioritised as follows (including activities undertaken in the period concerned but completed or reduced in focus subsequently)
 - The development of sector commitment and input through a series of visits to councils, covering as many as economically possible – phase one complete August 2006, then on-going at a lower level;
 - The development of a brand, theme or identity for employment and careers within the sector – logo, theme approved 18 October 2006 by Governance Committee
 - The creation of a comprehensive website,
www.localgovernmentcareers.govt.nz
 - Development of initial tertiary institution strategies (target: recommendations for decision December 2006, to enable commitments to Universities to be made early 2007, noting budgetary implications for 2007/08.)
 - Other activities

<u>Activities</u>	Deadlines	Budget 2006/2007
Priority One: Employment Identity		
<p>This is the key focus of the Project Manager for the first six months of the project term, (being three months of the financial year). A contract has been let with Haines Recruitment Advertising to develop the brand concept. Thereafter, hard collateral material will be designed and produced, including brochures, display material and stands suitable for expos and other display opportunities. The deadline is driven by the University Career Fair season in March. How such material is deployed will be determined under reviews to follow.</p>	<p>Brand created and approved by Project Governance Committee 18 October</p>	<p>Hard collateral items: \$8000-00</p>
Priority Two: Website		
<p>The employment identity will be built around a website. The website will include:</p> <ul style="list-style-type: none"> • an introduction to the Local Government sector in New Zealand, • resources on the various careers available (targeting different audiences), • career assessment tools, • links to other valuable sites, • a fully functional e-recruitment job board, permitting individual local authorities to take advantage of whatever level of functionality they require. <p>A successful job board function will generate revenue which can be applied to the ongoing costs of the project. Assuming 15% of the sector's approximately 30,000 jobs are advertised each year, 4500 advertisements might be the target market (noting that decisions are still required about the types of jobs to be</p>	<p>Website structure and technology providers approved by Project Governance Committee on 18 October 2006</p> <p>Job board business model approved by Governing Committee 8 December 2006.</p> <p>Website live 31 January.</p>	<p>Website: \$50,000</p>

<p>advertised on the site, especially in respect of junior, or non-professional roles).</p> <p>However, any business model will be contingent upon arrangements struck with LGNZ and, to a lesser extent, LGOL</p> <p>Monitoring the performance of the website is not straightforward. Its impact on recruitment outcomes will best be measured by local authorities' decisions to continue to use the job board. Its success in influencing study and career choices will be less apparent until some years have passed. Tactically, its appeal to the public can be assessed by web usage statistics, however these statistics also need to build a history (e.g. of page views by season, to see if students are reviewing the site at the same time as they make study choices) to become meaningful.</p>		
<p>Priority Three: University and tertiary institutions relationships strategy</p>		
<p>The sector will have difficulty in recruiting final year students, particularly in sought-after disciplines such as Civil Engineering. Most of these students have located employment as early as their penultimate year, typically in organisations where they have undertaken summer work. Individual Councils will be encouraged to increase the amount of suitable holiday work they can offer if they wish to be successful in recruiting graduates. However, a national 'consciousness-raising' of the opportunities within the sector is also needed. This will likely include the provision of scholarships to University (by individual Councils), the provision of academic prizes in targeted papers, information events, marketing campaigns and so on. Prizes should be offered by SOLGM, as a national</p>	<p>A national engagement programme for tertiary institutions, including a programme of academic prizes developed and circulated by 30 November.</p> <p>Protocols for offering summer and holiday work circulated 31 March.</p> <p>Protocols for offering Scholarships by individual local authorities circulated 31 March.</p>	<p>\$5,000 for local expo fees</p> <p>\$10,000 for research and report into graduate recruitment and development</p>

<p>initiative rather than an individual Council one. Budgetary provision of perhaps \$6000 will be sought in the year 2007/2008, but Governance Committee approval in principle will be required before that, as commitments will be required to Universities in early 2007. The deadline reflects the timings of commitments to the Universities in particular.</p> <p>A National Graduate Recruitment and Development Programme will be investigated, including international experience, and recommendations made about the feasibility of national versus regional/local schemes, including ‘hybrid’ options.</p> <p>Monitoring the benefits of engagement strategies depends upon longer term outcomes in terms of student applications for summer work or for graduate permanent employment. However an immediate indication would be the effect a programme of on-campus activities has upon website hits.</p>	<p>Report into Graduate Recruitment and Development with recommendations submitted 27 April</p>	
<p>Other Activities</p>		
<p>Schools Relationships Strategy</p>		
<p>One of the key long-term investments the sector can make is in the influencing of study choices among the emerging generation. We know that the range of activities undertaken by local authorities, and the career potential within them, is largely unknown by teenage students. A national and local secondary schools strategy will be essential. This will include representation at various career events held around the country to advise students of study choices and career options. The professional peak bodies are often represented at these fairs, and we will work closely with them in putting a suitable strategy and display together.</p>	<p>Engagement programme for schools developed and circulated by 31 January</p>	<p>\$5,000 for Career Options expo fees</p>

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<p>Mass marketing campaign</p>		
<p>After the brand has been created, an ongoing commitment to marketing it will be required of the industry. Target audiences such as students are relatively easy to reach. However, the recruitment pool currently working outside the industry can only be reached by some form of mass marketing. A review will be prepared of the options, including the use of advertising on other websites, purchase of meta tags, etc..</p>	<p>Review completed March 31 2007</p>	
<p>Links with professional organisations</p>		
<p>Many professional bodies, such as the NZ Planning Institute, IPENZ, etc, share concerns about recruitment. While their interests are not identical to those of local government, there is very significant overlap. There is much to be gained by entering into formal agreements as to how we might work together and perhaps pool resources.</p> <p>Similarly, Career Services Rapuara, an agency within the Ministry of Education, has improving links into education institutions, but little information of value on local government. We will provide extensive resources to correct this.</p>	<p>Develop protocols with professional bodies and other suitable parties to share resources and improve the sector's profile on an on-going basis.</p>	
<p>Database of Current Suppliers of HR Services to the Sector</p>		
<p>Development of this database will be significantly aided by the training stock-take being undertaken by the SOLGM OPUS Business School and the LGITO.</p>	<p>Ongoing</p>	

<p>Upon completion of this stocktake, it will be supplemented with additions from other, non-training areas.</p>		
<p>Create ‘best HR practice’ toolkits for individual local authorities to employ</p>		
<p>HR practices are largely generic, and the degree of customisation required to meet the needs of the local government sector is not great. Therefore, a generic provider or providers will be sought to whose web resources local authorities can link. Some suppliers offer a comprehensive “Virtual Intranet” product with a comprehensive selection of HR modules.</p> <p>Funding will be through individual Council subscription. A cost may be incurred in sector customisation.</p> <p>If a generic on-line toolkit is selected, monitoring of performance will be readily measured by individual Councils’ renewals of subscriptions.</p>	<p>Identification of HR Toolkit solution March 30</p>	<p>\$2000</p>
<p>Sector Leadership Development Strategy</p>		
<p>An initial proposal for this output referred to a Diploma of Local Government. Feedback demonstrates a lack of enthusiasm for such a Diploma at mid-career level. However, there may be some support for a Diploma at more junior level, operating as an extended induction.</p> <p>In lieu of the more senior qualification, there is greater support for a prestigious ‘capstone’ degree focussing on more senior executives. The VUW Master of Public Management, suitably tailored, is an example of such a degree.</p> <p>Between the two, there is support for an enhanced role for the SOLGM OPUS Business School in the provision of NZQA-recognised skill development.</p>	<p>A model of career development circulated by 30 March</p>	

<p>The Project Manager will liaise with the Manager of the Business School in preparing a model of career development for the sector.</p>		
<p>Overseas Recruitment Strategy</p>		
<p>A number of local authorities have attended the UK Emigration Fairs, with mixed success. Immigration New Zealand has targeted the sector as a priority. This means that, where a particular Council is registered with them as an authorised employer, applications for work permits in any role with a salary of over \$45,000 p.a. is virtually automatic (subject only to health and character checks). Thus, overseas recruitment is much easier. The Fairs are not the only means of attracting candidates, and the optimisation of the website on search engines will be a critical tactic. However, the value of some 'push' in potential markets will be investigated, and some means established of capturing Fair visitors who do not suit the needs of Councils actually present, but who may be attractive to other parts of the sector.</p> <p>There is a growing Fair season in March, and a major, established season in October. The strategy will have to consider whether the March season is appropriate as well as, or instead of, October. However this will not impact upon the current financial year.</p> <p>Finally, the Immigration Service is keen to set up a range of information evenings about the sector supplementary to the Fairs, and in a wider variety of markets. These should be trialled.</p>	<p>Review international recruitment strategy options – report June 2007.</p>	
<p>Project Management</p>		
<p>Steering Group meetings will be scheduled around already-scheduled Business School Advisory Board</p>		<p>\$153,000</p>

<p>meetings, although this will entail some changes to the way that group and the Executive Committee currently meet. In addition, teleconferences will be arranged as needed to discuss particular proposals.</p> <p>A regular update item will be included on the Executive Committee's agenda. Any specific issues requiring decision will be a separate item on the agenda.</p> <p>The Project Manager will liaise regularly with the project sponsor.</p> <p>Note that the project management budget includes the Project Manager's salary, travel expenses and administrative costs associated with the project..</p>		
<p>Total Budget</p>		<p>\$233,000</p>



Antony Crane,
Project Manager