



Report 10.228  
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Committee Finance, Audit and Risk Committee  
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## People & Capability Group: quarterly review

### 1. Purpose

To provide the Committee with a quarterly review of the People & Capability Group.

### 2. Significance of the decision

The matters for decision in this report **do not** trigger the significance policy of the Council or otherwise trigger section 76(3)(b) of the Local Government Act 2002.

### 3. People & Capability staff

There has been a change in personnel in the People & Capability Group as two staff have commenced parental leave and have been backfilled with temporary staff on fixed-term agreements

## 4. Organisational establishment numbers

|   | 30 Jun 2008<br>Actual Staff<br>(FTE) | 30 Jun 2009<br>Actual Staff<br>(FTE) | 2009-10<br>Budgeted Staff<br>(FTE) | 31 Dec 2009<br>Actual Staff<br>(FTE) | 31 Mar 2010<br>Actual Staff<br>(FTE) | 2010/11<br>Proposed Staff<br>(FTE) |
|---|--------------------------------------|--------------------------------------|------------------------------------|--------------------------------------|--------------------------------------|------------------------------------|
| <b>Actual/Planned Staff Numbers</b>   |                                      |                                      |                                    |                                      |                                      |                                    |
| Utilities and Services  | 93.0                                 | 97.0                                 | 101.0                              | 98.0                                 | 99.0                                 | 102.0                              |
| Catchment Management  | 84.0                                 | 85.0                                 | 85.0                               | 84.0                                 | 83.5                                 | 85.5                               |
| Finance and Support   | 36.0                                 | 40.0                                 | 42.0                               | 41.0                                 | 39.0                                 | 42.0                               |
| Strategy and Community Engagement   | 27.0                                 | 29.5                                 | 29.5                               | 30.5                                 | 27.3                                 | 33.5                               |
| Environment   | 94.5                                 | 93.2                                 | 92.5                               | 87.5                                 | 87.2                                 | 91.5                               |
| Public Transport  | 37.0                                 | 41.0                                 | 44.0                               | 40.9                                 | 41.6                                 | 42.8                               |
| People and Capability   | 8.3                                  | 7.3                                  | 7.3                                | 7.3                                  | 7.3                                  | 7.5                                |
| Chief Executive office  | 2.0                                  | 2.0                                  | 2.0                                | 2.0                                  | 2.0                                  | 2.0                                |
| <b>Staff Vacancies</b>  |                                      |                                      |                                    |                                      |                                      |                                    |
| Utilities and Services  | 7.0                                  | 2.0                                  | -                                  | 4.0                                  | 3.0                                  | -                                  |
| Catchment Management  | 6.0                                  | 3.0                                  | -                                  | 0.5                                  | 1.5                                  | -                                  |
| Finance and Support   | 4.0                                  | 1.0                                  | -                                  | 1.0                                  | 3.0                                  | -                                  |
| Strategy and Community Engagement   | 2.0                                  | 1.0                                  | -                                  | 4.0                                  | 7.2                                  | -                                  |
| Environment   | -                                    | -                                    | -                                  | 5.9                                  | 5.3                                  | -                                  |
| Public Transport  | -                                    | 3.0                                  | -                                  | 1.6                                  | 1.0                                  | -                                  |
| People and Capability   | -                                    | -                                    | -                                  | -                                    | -                                    | -                                  |
| Chief Executive office  | -                                    | -                                    | -                                  | -                                    | -                                    | -                                  |
| <b>Staff Establishment</b>  |                                      |                                      |                                    |                                      |                                      |                                    |
| Utilities and Services  | 100.0                                | 99.0                                 | 101.0                              | 102.0                                | 102.0                                | 102.0                              |
| Catchment Management  | 106.0                                | 104.0                                | 85.0                               | 84.5                                 | 85.0                                 | 85.5                               |
| Finance and Support   | 40.0                                 | 41.0                                 | 42.0                               | 42.0                                 | 42.0                                 | 42.0                               |
| Strategy and Community Engagement   | 29.0                                 | 30.5                                 | 29.5                               | 34.5                                 | 34.5                                 | 33.5                               |
| Environment   | 92.1                                 | 92.1                                 | 92.5                               | 92.5                                 | 92.5                                 | 91.5                               |
| Public Transport  | 37.0                                 | 44.0                                 | 44.0                               | 42.5                                 | 42.6                                 | 42.8                               |
| People and Capability   | 8.3                                  | 7.3                                  | 7.3                                | 7.3                                  | 7.3                                  | 7.5                                |
| Chief Executive office  | 2.0                                  | 2.0                                  | 2.0                                | 2.0                                  | 2.0                                  | 2.0                                |
| <b>Total Council</b>  | <b>414</b>                           | <b>420</b>                           | <b>403</b>                         | <b>407</b>                           | <b>408</b>                           | <b>407</b>                         |
| <b>Movements in Staff Establishment</b>   |                                      |                                      |                                    |                                      |                                      |                                    |
| Transfer of Planners to Strategic and Community Engagement Group  |                                      |                                      |                                    | (2.0)                                | (2.0)                                |                                    |
| Transfer of Emergency Management Department   |                                      |                                      |                                    | 4.0                                  | 4.0                                  |                                    |
| Support position disestablished - August 2009   |                                      |                                      |                                    | (1.0)                                | (1.0)                                |                                    |
| Community Max   |                                      |                                      |                                    |                                      |                                      | -                                  |
| Bioworks busiest time of the year, seven fixed term staff have been employed to ensure the tendered contracts are completed on time |                                      |                                      |                                    |                                      |                                      | -                                  |
| Staff to support SCE outcomes   |                                      |                                      |                                    | 5.0                                  | 5.0                                  |                                    |
| Total Mobility position now part-time   |                                      |                                      |                                    | (0.5)                                | (0.4)                                |                                    |
| Team Leader marketing and information disestablished  |                                      |                                      |                                    | (1.0)                                | (1.0)                                |                                    |
| P&C parental leave  |                                      |                                      |                                    |                                      |                                      | 0.3                                |
| <b>Total movement</b>   | <b>-</b>                             | <b>-</b>                             | <b>-</b>                           | <b>4.5</b>                           | <b>4.6</b>                           | <b>0</b>                           |

## 5. Recruitment

### 5.1 Advertising

There were a total of 48 vacancies (permanent, fixed term and casual) advertised during the quarter ending 31 March 2010.

|   | Environment Management | Catchment Management | Utilities & Services | Finance & Support | Public Transport | Strategy & Community Engagement | People & Capability |
|---|------------------------|----------------------|----------------------|-------------------|------------------|---------------------------------|---------------------|
| Advertised internally only  | 1                      | 5**                  | 0                    | 1                 | 0                | 3                               | 0                   |
| Total vacancies advertised internally & externally in this quarter (ending 31 March 2010) | 8                      | 19                   | 4                    | 2                 | 4                | 9*                              | 1                   |
| Total vacancies advertised in the previous quarter (ending 31 December 2009)              | 5                      | 11                   | 5                    | 3                 | 2                | *                               | 1                   |

**Table 1: Vacancies per group**

\*when a vacancy is posted twice (re-advertised) this will count as 2 vacancies.

\*\* 11 community max roles were not advertised internally as were part of the WINZ programme

In the last quarter Greater Wellington has used a variety of media to advertise vacancies. We are continuing the trend towards using online mediums such as Trade Me and Seek for entry to mid level roles, as well as looking at specialist job boards (such as Hydrological Society website for the Environmental Scientist Groundwater position).

Overall recruitment has increased, and we have been running multiple recruitment processes at the same time. This has enabled us to run combined adverts for multiple roles in print media resulting in an overall savings in the cost of print media. We advertised three environmental positions together, as well as advertising a combination of Strategy & Community Engagement and environmental positions together.

Generally we are getting large numbers of applicants for entry to mid level roles. For example the Communications Advisor position advertised in February had 63 applications while we only had 25 in December 2008 for the same role. Similarly the Environmental Monitoring Officer position had 93 applications, while in January 2009 had 54 applications. A large number of applicants for both roles were recent graduates.

We have also advertised a number of third tier manager level positions, two within the newly formed Strategy & Community Engagement Group and one in the Environmental Management Group.

The WINZ community max programme is continuing, however we have had a large number of these staff leave, so these positions have been replaced with 11 new field workers.

We are in the process of implementing an online recruitment system. This will enable the People & Capability Group to provide a more responsive and efficient service to both managers and candidates. The online recruitment system will enable more sophisticated reporting and tracking data which we will include in the next quarterly report.

The number of responses to advertised positions per Group is as follows:

| Environment | Catchment | Utilities & Services | Finance & Support | Public Transport | Strategy & Community Engagement | People & Capability |
|-------------|-----------|----------------------|-------------------|------------------|---------------------------------|---------------------|
| 309         | 39        | 87                   | 3                 | 9                | 175                             | 21                  |

## 5.2 Commencements

There were 38 new commencements in the quarter ending 31 March 2010.

Permanent appointments - there were 13 permanent appointments, 7 appointments resulted from internal transfers and/or promotions and 5 appointments resulted from employees moving from fixed term agreements to permanent agreements.

Fixed Term appointments – there were 9 fixed term appointments made, one to cover a parental leave position and one to provide backfill for a secondment.

Casual appointments – there were 14 casual appointments made, 11 of which were field workers with the community max programme.

There are currently 9 closed vacancies, which are in varying stages of interviewing.

## 6. Preferred supplier for recruitment services

We have negotiated preferred supplier agreements with four recruitment agencies. These agreements cover positions which have traditionally been recruited using the services of recruitment agencies, namely:

- Policy roles
- IT
- Engineering
- Banking Accounting & Finance
- Call Centre
- Education

- Communications
- Executive/Senior Management
- Business Support
- Marketing
- Human Resources

The preferred supplier agreement does not cover contractors who are engaged by the business on contracts for service.

We held an induction meeting for our preferred suppliers in February. This was an opportunity for our preferred suppliers to learn more about Greater Wellington, meet the Department Managers who may utilise their services and for each of the preferred suppliers to meet each other.

Currently, we are not aware of any positions being recruited through the preferred suppliers as we have been able to recruit good candidates through our direct advertising.

## 7. Turnover

There were 40 cessations during the year ending 31 March 2010. This represents an annual turnover rate of 9.8%. The rate of turnover has increased since the last quarter, which was 8.7%.

These turnover figures have historically reported all cessations of employment including redundancies and terminations, but excluded the expiry of fixed term or casual employment agreements.

As a comparison, the annual turnover rate for Regional Authorities in 2008 was 14.1% and for Local Authorities was 13.8%. When this research was conducted, Greater Wellington had an annual turnover of 13.2%.

## 8. Training and Development

The courses which have been organised centrally and funded through the organisational core training budget in the last quarter were as follows.

### 8.1 Organisational Core Training Programmes

The courses which have been organised centrally and funded through the organisational core training budget in the last quarter were as follows:

| Training Course | Attendance | Training Course     | Attendance |
|-----------------|------------|---------------------|------------|
| Induction       | 10         | Computer Skills     | 1          |
| Writing         | 2          | Priority Management | 8          |

|                          |           |             |    |
|--------------------------|-----------|-------------|----|
| Grammar                  | 10        | Development | 2  |
| <b>Health and Safety</b> |           |             |    |
| Workplace First Aid      | 13        | Driving     | 4  |
| Water Safety & Wader     | 7         | Site Safety | 13 |
| Plant Identification     | 2         |             |    |
| <b>Total</b>             | <b>70</b> |             |    |

## 9. Health and Safety

### 9.1 Greater Wellington Health and Safety Action Plan

The Health and Safety Action Plan has been developed to guide Greater Wellington’s health and safety activity over the next 12 to 18 months. This Plan was endorsed by ELT in March. The Plan outlines the organisation’s vision for Health and Safety management and identifies seven broad health and safety objectives.

The Vision for Health and Safety management is *‘everyone at Greater Wellington working together to make things safer now, tomorrow and into the future so that Greater Wellington becomes a sustainably harm free workplace’*.

***“Being Safer Together Today, Tomorrow and into the Future.***

***Me tiakina tahi tātou ia rā ia rā.”***

The objectives are:

1. Clarifying the health and safety goals, responsibilities and expectations throughout the organisation.
2. Ensuring that Greater Wellington is continually increasing awareness of its health and safety issues and solutions.
3. Improve consistency across the organisation in health and safety practice and documentation.
4. Clearly establish SafeTsmart database as a relevant and useful tool.
5. To ensure everyone has the right skill, knowledge, competence and confidence to work safely.
6. To allow effective review of our health and safety system to identify areas for improvement.
7. To ensure the health and safety of the many third parties we work with.

The Action Plan has identified a number of action points and timeframes for completion of those action points. We have commenced implementation of the Action Plan.

## **9.2 SafeTsmart**

During March, a two-day review of SafeTsmart was completed by the Senior Health and Safety Advisor and representatives of Obsidium. Obsidium is the company supporting SafeTsmart.

The purpose of the review was to better understand Greater Wellington's experiences with SafeTsmart, to identify potential solutions to the issues that we have identified, to examine enhancements and to explore possible future strategic uses of SafeTsmart.

A roadmap was drafted to guide activity for the future enhancement and refinement of the database to help Greater Wellington get the best from the information captured and the database's functionality.

The first enhancement release for SafeTsmart has been received and is currently being tested before being installed into the production database.

## **9.3 Volunteer Health & Safety Management Project**

The volunteer health and safety project team has set the target for the new volunteer health and safety guide being ready for release to the volunteer groups at Restoration Day on 22 May 2010.

## **9.4 Workplace injury & reporting trends**

There were 3 new Lost Time Injuries (LTI) suffered by Greater Wellington staff during this quarter:

1. An employee from Flood Protection pulled a muscle in his right shoulder while removing branches from the Porirua stream.
2. An employee from Bioworks suffered a wound to his arm from a branch, when he fell off his motorbike after riding into an unseen hole. The arm later became infected despite initial medical treatment.
3. An employee from Bioworks suffered a serious burn to his leg from the exhaust of his motorbike after he rode over an unseen fence batten lying in the grass. He lost control of his bike, fell and the bike ended up on top of him. This was reported to the Department of Labour as "Serious Harm". The Department of Labour has advised us that they do not intend to take any further action.

In addition to these LTIs, the pending LTI from the previous quarter has now resulted in lost time.

4. An employee, working for Environmental Policy, suffered a hernia lifting a heavy piece of drift wood while clearing a site for planting. He was

operated on to correct the hernia in March and required time off for the operation and initial recovery.

Other significant occurrences reported during this quarter include:

1. A contractor operating a tractor mounted hydro mower in Pakuratahi Forest moved to the side of the track to allow mountain bikers to pass. The edge of the track collapse causing the tractor to slide from the track and become stuck. No injuries were suffered.
2. A land management employee on a quad bike became distracted while checking a planting. This resulted in the quad driving off the track and rolling over at slow speed. No injuries were suffered and there was only minor damage to the quad bike. Land management are trialling a new form of passive roll-over protection (ROPs) for quads.
3. An employee in the Water Supply Department found a 400v power board alive, despite the main switch being set to “off”. A maintenance tag had been removed and the main switch inside the cabinet had not been correctly connected to the external switching in the cabinet door. No injury was suffered and lock out/tag out procedures have been refreshed with all employees and relevant contractors.
4. There have been several events related to bee and wasp stings. This corresponds to increased activity of these insects at this time of year. Closely associated there were 2 events involving contact with Onga Onga. Several of those stung were unaware that they were allergic to stings and experienced unexpected mild allergic reactions. The suitability for including suitable antihistamine in first aid kits is being reviewed in consultation with medical advice.



Figure 1 shows all reported incidents for the last twelve months.

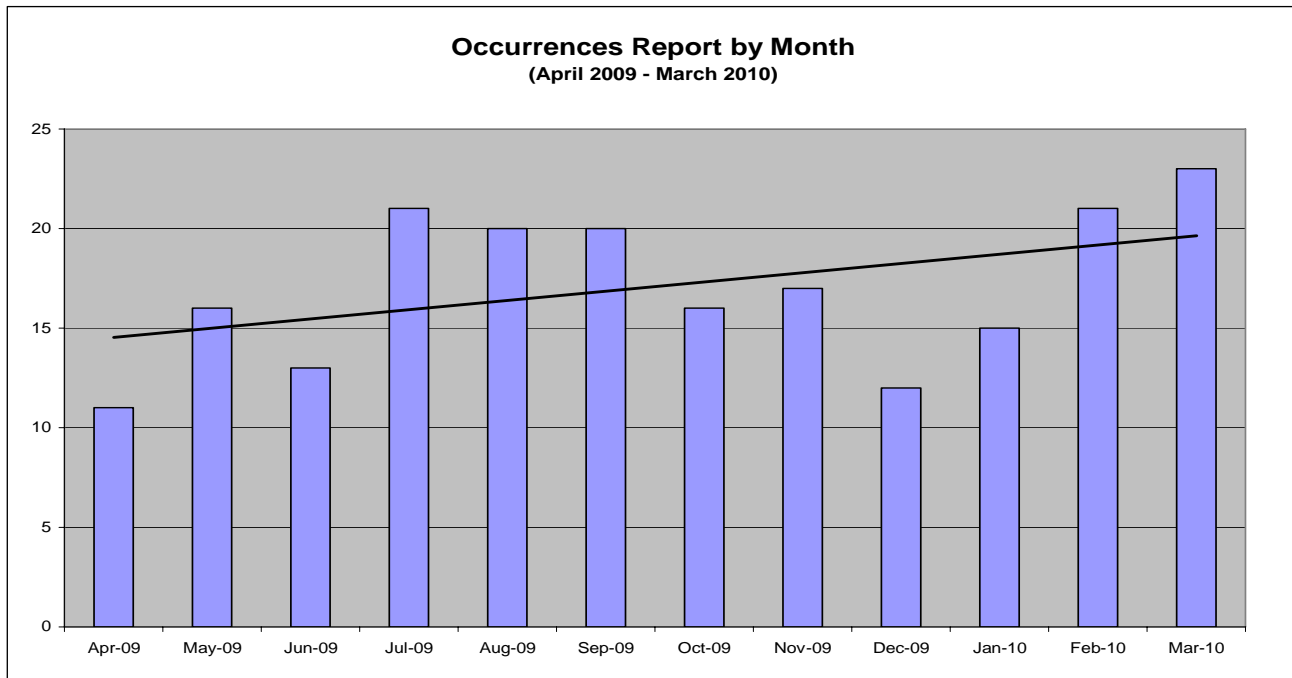
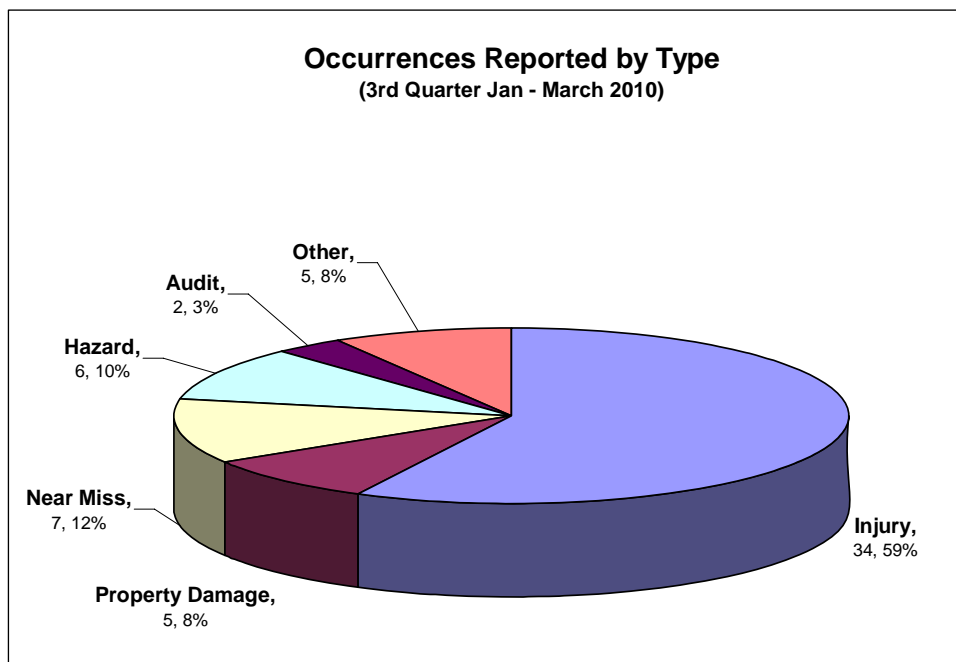
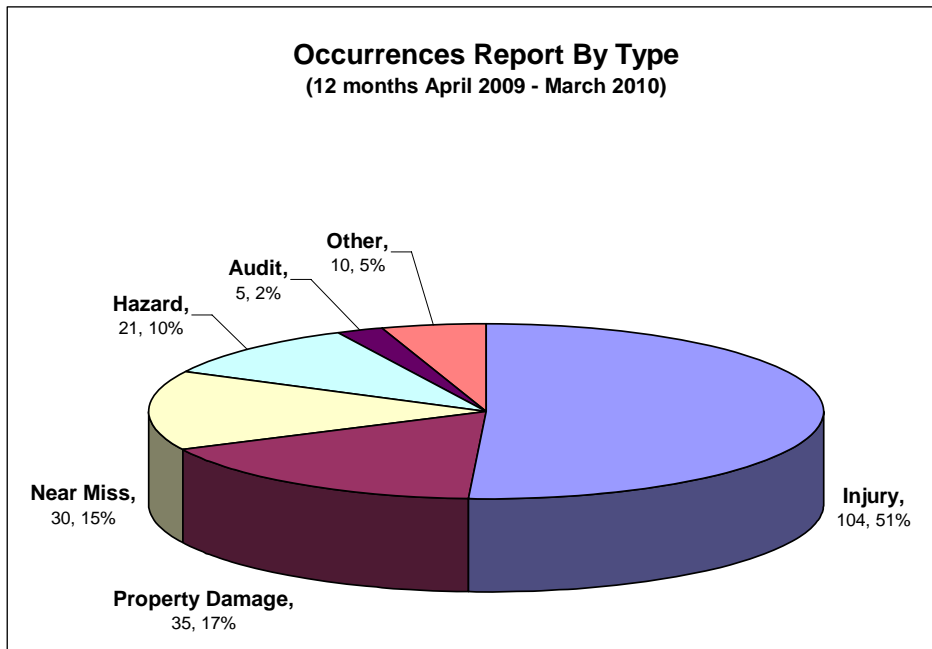


Figure 2



**Figure 3**

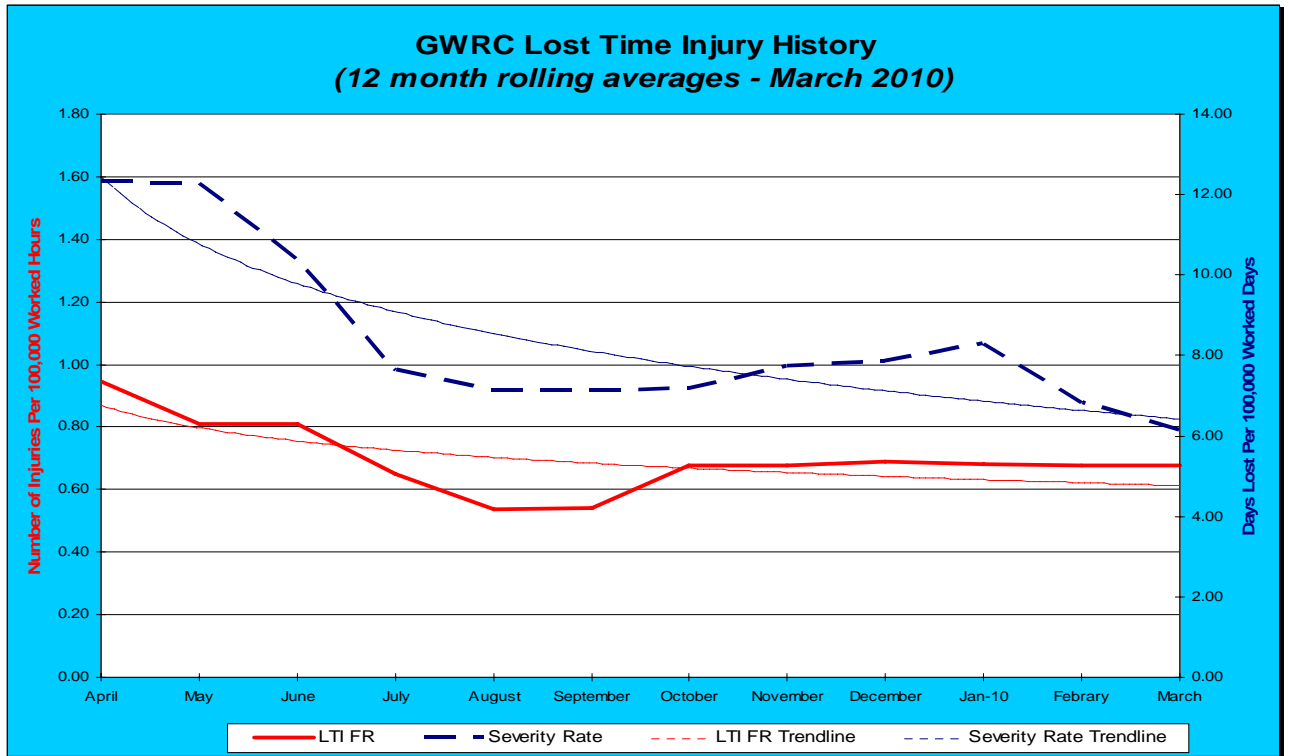


**Comment**

Figure 1 indicates a trend of increasing occurrence of reporting. Figures 2 and 3 indicate that there has been a slight shift toward proactive reporting of occurrences and health and safety issues which is a positive trend.

Work will continue to raise the awareness in the business of how SafeTsmart can be used to help capture and manage emerging or newly identified health and safety issues that are not brought to our attention by an accident or property damage.

**Figure 4 – Lost Time Injury Frequency Rate and Severity Rate – 12 month rolling average**



**Comment**

With three new lost time injuries occurring this quarter and an injury from the previous quarter now incurring, the Lost Time Injury Frequency Rate (LTIFR) has increase from October 2009 from 0.54 to 0.68. Despite the new lost time injuries the Severity Rate (SR) continues to decrease. This would suggest that the injuries are not as severe and that we have a more proactive approach to occupational rehabilitation by providing suitable alternative duties for staff as they recover.

**9.5 Divisional frequency rates**

| Business Groups                              | GWRC Staff LTIFR | GWRC LTIFR (12 months ago) | LTIs in past 12 months (GWRC employees) |
|--|------------------|----------------------------|---|
| Catchment Management                         | 1.50             | 3.08                       | 3                                       |
| CEO  | 0                | 0                          | 0                                       |
| Environmental Management                     | 0.63             | 1.25                       | 1                                       |
| Finance & Support <sup>#</sup>               | 0                | 0                          | 0                                       |
| People & Capability <sup>#</sup>             | 0                | N/A <sup>#</sup>           | 0                                       |
| Public Transport                             | 0                | N/A <sup>#</sup>           | 0                                       |
| Strategy & Community Engagement <sup>#</sup> | 0                | N/A <sup>#</sup>           | 0                                       |
| Utilities & Services <sup>#</sup>            | 1.71             | N/A <sup>#</sup>           | 1                                       |

**Note #:** 12 months not yet available for new business groups

## Comment

The Catchment Management Group has the most lost injuries. However, both the Environmental Management and Utilities & Services Groups have recorded lost time injuries during the last quarter. The Lost Time Injury Frequency Rate (LTIFR) for Utilities & Services is relatively high at 1.71 due to not yet having 12 months of hours recorded for their new business structure. It can be expected that their LTIFR will decrease each month as long as no new lost time injuries occur.

### 9.6 Health and Safety reporting

The Senior Health and Safety Advisor provides a monthly health and safety report to the Executive Leadership Team.

## 10. Employee Assistance Programme

There continues to be a high level of usage of our Employee Assistance Programme (EAP) services, especially during March. The number of client contacts increased from 5 in December, 2 in January, 0 in February to 9 in March. The following table outlines the number of cases over the last quarter and provides an annualised utilisation rate during the last quarter:

| Activity Summary                           | 1 Dec 2009 to 31 March 2010 |                            |
|--|-----------------------------|----------------------------|
|  | Number of cases             | Annualised Utilisation (%) |
| Total number of cases                      | 10                          | 7.55%                      |
| Number of new cases                        | 7                           |                            |
| Number of re-opened cases                  | 0                           |                            |
| Number of pre-existing cases with activity | 3                           |                            |
| Contact hours for cases                    | 16                          |                            |
| Average hours per client                   | 1.78                        |                            |

\* Annualised utilisation rate is calculated based on a population of 400 employees and 121 days in the reporting period

There have been different reasons for staff contacting EAP. The following table categorises the problems which have been assessed as the primary reason for staff seeking EAP assistance:

| <b>Primary Problem</b>   | <b>Assessed</b> | <b>Number of Staff</b> |
|--------------------------|-----------------|------------------------|
| Martial/Primary Conflict |                 | 1                      |
| Personal Relationships   |                 | 1                      |
| Depression/Anxiety       |                 | 2                      |
| Work Stress              |                 | 2                      |
| Career Guidance          |                 | 1                      |
| Family Conflict          |                 | 1                      |
| Fears/Phobias            |                 | 1                      |
| Grief/Major Loss         |                 | 1                      |

## **11. “Greater Managers” Management Development Programme**

In the last quarter we have run the following modules:

- Strategic Leadership – Learning Groups 6 and 7
- Stakeholder Management – Learning Group 5
- Leading Change – Learning Groups 3 and 4
- Creative Thinking – Learning Groups 1, 2 and 5

In the next quarter, the following modules will be run:

- Problem Solving and Decision Making – Learning Groups 1, 2 and 5
- Building Personal Effectiveness – Learning Groups 6 and 7
- Performance Management – Learning Groups 5, 6 and 7
- Facilitation – Learning Groups 3 and 4

Learning Groups 1 (ELT) and 2 (Department Managers) will complete the programme in July. There is a half day module on Career Planning and Goal Setting for Learning Group 2, which reinforces the learning introduced during the session on Building Personal Effectiveness.

We are currently planning the modules for all groups for the second half of the year.

## **12. Change management**

We are currently in the recruitment phase of filling the positions arising out of the new Strategy & Community Engagement Group. We had one redundancy arising out of this restructure. The employee left Greater Wellington's employment on 27 February 2010.

## **13. Collective Employment Agreement negotiations**

The initial ratification vote for the Collective Employment Agreement (CEA) produced mixed results. The members of the Central Amalgamated Workers Union (CAWU) ratified the CEA, whereas the members of the Public Service Association (PSA), Engineering, Printing and Manufacturing Union (EPMU) did not ratify. Under the union's agreed ratification procedure, all three unions must achieve an individual ratification vote of 60% for the CEA to be ratified. This was not achieved.

The parties returned to the bargaining table and discussed the issues which were a barrier to ratification. One issue was the clause enabling Greater Wellington to refer employees to our medical specialist and requesting employees to provide medical information where they are absent for 10 days or more. The other issue was the buy out of the bonus. The changes proposed by the unions were not acceptable.

As a result, we withdrew our claim for the medical clause as employers are able to ask employees for access to their medical information under law. We did not want to fetter this ability by agreeing to a restrictive contractual clause. We also withdrew our claim to buy out the bonus.

## **14. Business continuity**

A business continuity plan has been developed and promulgated to People & Capability staff. All key documents identified in the Business Continuity Plan will be scanned and attached to employee SAP records.

## **15. Recommendations**

*That the Committee:*

- 1. Receives the report.*
- 2. Notes the content of the report.*

Report prepared by:

Report approved by:

**Leigh-Anne Buxton**  
General Manager, People &  
Capability

**Barry Turfrey**  
Chief Financial Officer