



Report 11.20
Date 2 February 2011
File PC/01/04/02

Committee 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. General Manager's Overview of Last Quarter

The focus of the People & Capability Group during the last quarter has primarily been on our business-as-usual activities. There has been a lot of change management activity with the creation of the new Biodiversity Department and restructuring within the Flood Protection Department. There has also been increased activity in the health and safety area as greater emphasis has been placed on investigations and reviewing consistency of management systems across the organisation.

3.1 Recruitment

There has been steady growth in our recruitment activity with a number of vacancies recruited during the last quarter to temporary 'summer roles' within our Parks and Marketing and Design Departments.

We have been using our new online recruitment system to recruit these positions. As a result, we are able to provide more detailed analysis of the number of applicants, the time to recruit, whether our successful candidates are internal or external and where the vacancies are within the organisation. A new table of recruitment information is attached to this report.

3.2 Health and Safety

We have continued to implement the action points outlined in the Health and Safety Action Plan. We have also developed some in-house training programmes which will be rolled out in the first quarter of next year.

3.3 Performance Management

The new 'Partnership for Performance' system continues to be bedded down with ongoing training for new managers and staff.

3.4 Change Management

The Biodiversity Department has been established and all substantive positions have been recruited.

There have been structural changes in the Flood Protection Department to more closely align the planning function across the region and to align the investigation, strategy and planning roles within one team, based in Wellington.

A new manager position was established in the People & Capability Group to manage the Human Resources function pending the movement of the Democratic Services Department to the People & Capability Group. In addition, a review has been undertaken of the Democratic Services Department to examine the structural and capability requirements of that Department pending the new Council Committee structure.

There has been a review of the Environmental Monitoring & Investigations Department to better resource the management of that Department.

4. People & Capability Staff

During the last quarter, the structure of the People & Capability Group was changed in anticipation of the Democratic Services Department moving from the Finance & Support Group to the People & Capability Group. A new Manager, Human Resources position was created and came into effect as at 1 December 2010. The Team Leader position and a part time P&C Adviser position were disestablished and a new part time Senior HR Adviser position was established. This Department is now known as the Human Resources Department within the People & Capability Group. The establishment number of the Group in December has increased from 7.7 FTEs to 8.1 FTEs, although 0.5 FTE of the General Manager position will be dedicated to the Democratic Services Department.

The staff within the Human Resources Department has remained stable as we have offered fixed term employees permanent positions and one of our existing staff has returned from parental leave.

recruitment process including the time taken to recruit, the number of applications, the location of the vacancies, and identifies whether the successful candidate was an internal or external applicant.

The typical annual summer recruitment pattern of fixed term and casual positions means that recruitment has been busy. There has been an increase in the number of summer projects and workloads, for example in Parks and in the Marketing and Design Departments where people are employed to monitor people accessing our parks and registering activities undertaken within our parks.

There has also been increased recruitment as a result of change management activities within the Flood Protection and Biodiversity Departments. There have been nine positions recruited in the Biodiversity Department, and six roles within the Flood Protection Department have been advertised and are at the short listing stage of the recruitment process.

In the last quarter Greater Wellington has used a variety of media to advertise vacancies. We are upholding our trend towards using online mediums such as Trade Me and Seek for entry to mid level roles, as well as advertising in specialist e-newsletters and industry job boards (such as NZ Water Society and IPENZ for our Flood Protection roles).

5.2 Commencements

There were 37 new commencements in the quarter ending 31 December 2010.

Permanent appointments – there were 14 permanent appointments, including nine internal applicants who were appointed into new roles.

Fixed Term appointments – there were 14 fixed term appointments made; nine appointments were to ‘summer roles’ and are temporary resources.

Casual appointments – there were 9 new casual appointments; seven appointments were to survey assistant roles, one data entry and one administration role.

5.3 Preferred Supplier Agreement

Our review of the preferred supplier agreements shows the following activity:

Agency	Temporary Placements (to 30 December 2010)	Total Hours	Commentary
GBL	3 x 1.5 day 1 x 1 day	44	Short assignments for call centre placements or business support placements.
Ranstad	1 x 15 days	120	A Project Administrator role for the Matangi project was successful in being placed in the role on a long term fixed basis.
Powerhouse	1 permanent placement		Recruitment of the CFO through the preferred supplier agreement.

6. Turnover

There were 41 cessations during the year ending 31 December 2010. This represents an annual turnover rate of 10%. The rate of turnover has increased since the last quarter, which was 9.7%.

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.

The main reasons for staff leaving Greater Wellington are consistent with our historical data. The top four factors driving turnover are:

Career Advancement	24.4%	Personal Reasons	14.6%
Change of Career	12.2%	Travel Overseas	12.2%

7. Training and development

7.1 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
Wairarapa Induction	16	Project Management	12
Essential Finance	9	Computer Skills	6
Priority Management	27	Development	9
Health and Safety			
Workplace First Aid	30	Outdoor First Aid	27
4WD	11	Confined Space	12
Site Safety	10	Approved Handler	4
Tactical Communication	10		
Total	183		

8. Health and safety

8.1 Greater Wellington Health and Safety Activity

In addition to business as usual, key health and safety activity that occurred during the last quarter included:

- The delivery of 5 Workplace Sun Protection workshops in partnership with the New Zealand Cancer Society. These workshops were held at RCC, Mabey Rd, Upper Hutt and Masterton. The purpose of the workshops was to raise staff awareness of the hazards relating to working outdoors and to promote the Greater Wellington controls detailed in the *Greater Wellington Workplace Sun Protection Guideline*.
- The completion of the investigation report for the Water Supply serious harm accident (crushed finger-tip) at Randwick Rd Valve Chambers. Recommendations from that report are being implemented.
- The completion of the investigation into the potential significant tree felling accident at Wainuiomata that resulted in a limb rolling onto and injuring a Park Ranger's foot. The report is currently being drafted for review of the *Incident Management Review Team* formed for the investigation. It is expected to be completed by the end of January 2011.
- A pilot "*Manual Task Safety*" workshop successfully trialled with Mabey Rd Flood Protection staff. This workshop will be refined and offered to other parts of the business.
- The development of a "*Safety Leadership*" workshop for the Catchment Management Group. This workshop will be delivered in the first quarter of 2011.
- Successful application for Greater Wellington to participate in the pilot ACC Workplace Tai Chi programme, which will be run as an injury prevention initiative between February and August 2011. A staff member will participate in the training workshop at the end of February 2011 and will then run Tai Chi sessions for staff back in RCC with ongoing support provided via ACC.

8.2 Health and Safety Policy and Guidelines

Following some specific feedback and observations made during recent investigations, the Greater Wellington Incident Management Policy is in the process of being reviewed. The review will now work to consolidate related documents (eg, investigations guide etc) into the policy and include additional guidance on the responsibilities related to "*Serious Harm*" accidents and the formation of Incident Management Review Teams. The reviewed Policy is expected to be completed by the end of January 2011.

8.3 Workplace Injury and Occurrence Reporting Trends

There were eight *Lost Time Injuries (LTIs)* to Greater Wellington employees recorded during the last quarter. They were:

- **16 December 2010** – A Flood Protection Riverhand slipped while working on a rock groyne twisting his ankle between two rocks. The staff member also suffered a secondary infection of the other related injuries. He is now back at work on alternative duties.
- **8 December 2010** – A Bioworks employee slipped off his motorbike after his foot slipped in cow manure while manoeuvring through a gate. He ended up with the bike on top of him and the handlebar landing on his right foot causing severe bruising resulting in five days off work.
- **6 December 2010** – A Biosecurity employee dislocated his knee cap after climbing an unstable fence and falling when staples pulled out of the post. He was reviewing a contractor at the time. The contractor managed the emergency response extremely well with the staff member being flown to hospital by the Westpac helicopter. The injured employee has had surgery to repair his knee and is not expected to return to work for several more weeks. This accident was reported to the Department of Labour as serious harm. They have informed us that they will not be taking any further action.
- **31 October 2010** – A Bioworks employee aggravated a previous knee injury while on foot completing pest animal work in the Tararuas.
- **15 October 2010** – A Flood Protection employee was using a tractor to stack railway iron at the depot. When manually lifting a piece of iron into its final position on the stack, he felt a pain in his shoulder that was later diagnosed as a torn muscle.
- **11 October 2010** – A Parks employee was cutting down sycamore trees on a steep bank in the Wainuiomata recreational area. A limb he was cutting rolled back onto him causing severe bruising and ligament damage to an ankle.
- **7 October 2010** – A Water Supply employee twisted her foot walking up the stairs in the Waterloo Operations building. Pain worsened over the weekend and she received medical attention resulting in 3 days off work.
- **5 October 2010** – A Flood Protection staff member stepped into an unseen hole while cutting up willows for river bank work. He strained his ankle and knee.

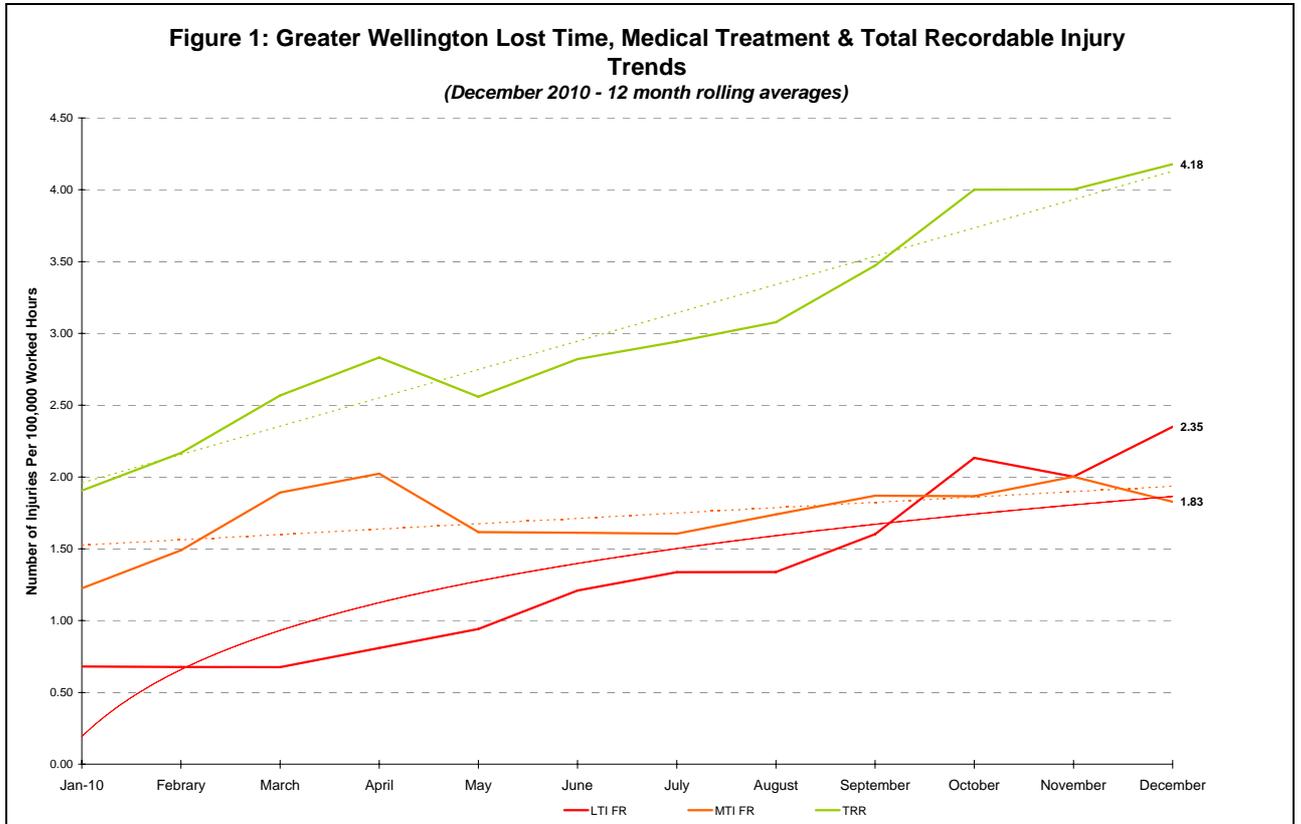
Other significant incidences reported during this quarter included:

- **22 December 2010** – A Flood Protection contractor was removing overhanging willow branches along the Waipoua River in Masterton when a larger branch snapped and fell onto a neighbouring building and fence. The building owner was contacted and the damage repaired.

- **17 December 2010** – A Biosecurity staff member spun in a vehicle at the bottom of the Hayward Hill Road ending up in the opposing lane. No damage, injury or other vehicles were involved. The incident occurred at a slow speed with light rain falling at the time and it is suspected the staff member struck unexpected diesel or similar substance left on the road from the trucks entering and leaving the quarry on the corner.
- **24 November 2010** – A Biosecurity employee got a piece of debris in his eye while using a chainsaw even though he was wearing a helmet and visor at the time. His eye became infected and required medical treatment. Biosecurity staff are now trialling the use of safety glasses in addition to the visors.
- **23 November 2010** – A Biodiversity employee was involved in a minor car accident on a narrow section of the Akatarawa Rd when an on-coming car failed to move over.
- **22 November 2010** – A Water Supply employee was observed throwing debris from the roof of the Waterloo Treatment Plant into a skip with no isolation of the work area. The employee was directly spoken to and the team member briefed on the importance of making a workplace safe, particularly when there is potential to expose public to hazards and potential harm.
- **19 November 2010** – A Forestry employee slipped and fell down a bank when returning to his vehicle after completing survey work. He managed to prevent falling further into the creek bed below by grabbing a tree and suffered minor grazing.
- **10 November 2010** – A Biosecurity employee slipped down a steep wet slope while checking a bait/trap line. He fell onto rock below cutting his hand. Biosecurity have reviewed the line and now maintain it in the reverse direction so that staff climb up rather than down the face.
- **4 November 2010** – A Water Supply employee working in Roroa Rd tunnel, slipped off a pipe falling onto a valve spindle. This resulted in bruising to his chest and abdomen.
- **29 October 2010** – A Water Supply employee was working with a digger breaking up concrete. He swung a sledge hammer which struck the digger bucket and deflected the handle into his shin.
- **4 October 2010** – A Forestry employee had a near miss with a NZ Army unimog in Valley View forest. The army has been formally written to re-enforcing the critical need to maintain good radio communication practices when driving on Greater Wellington forestry roads.

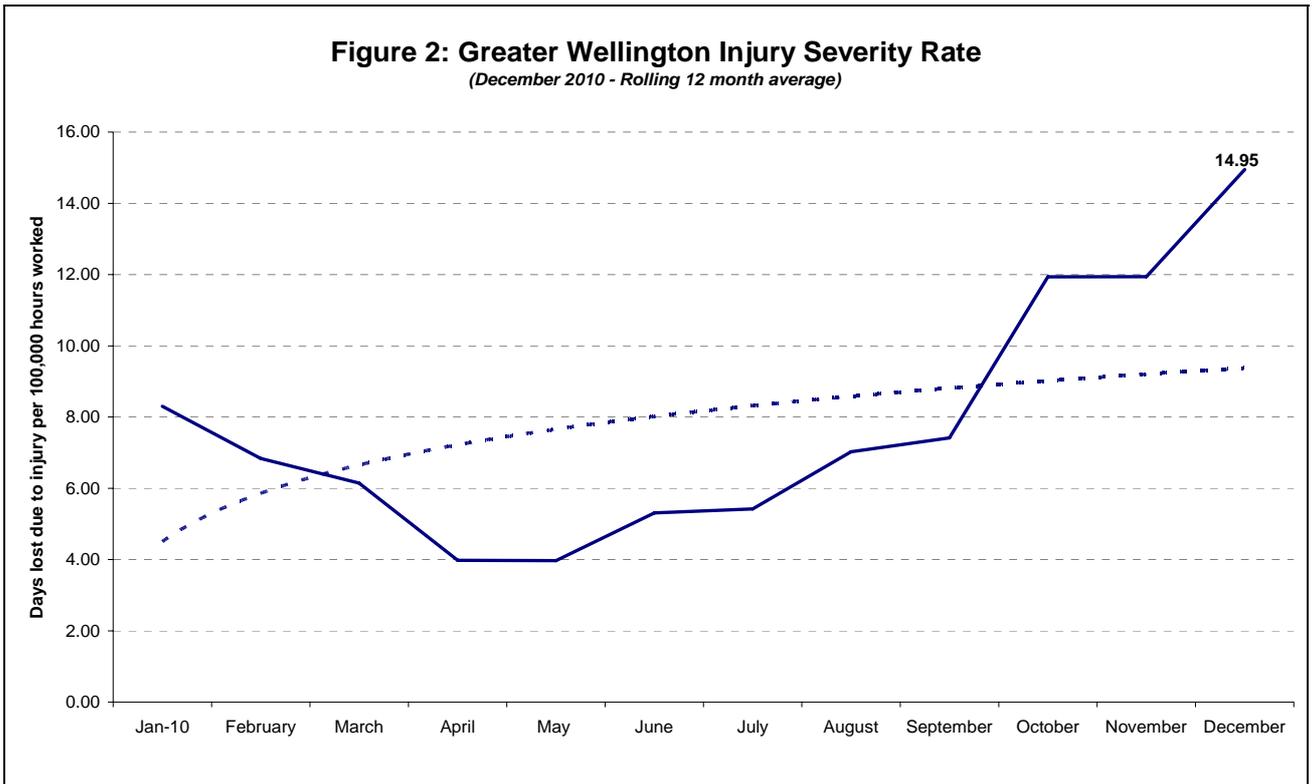
8.4 Business Group Health and Safety Performance Summary

The following graphs summarise Greater Wellington's health and safety performance over the last 12 months.



This graph shows the relationship between *Lost Time Injuries*, (LTIs) which result in time off work (LTIFR) and *Medical Treatment Injuries* which require treatment by a registered medical practitioner (MTIFR). The *Total Recordable Rate* (TRR) is the combination of the LTIFR and MTIFR and shows the organisation's potential liability in relation to the ACC's pending experience rating system. This new system of calculating ACC levies will be introduced from 1 April 2011.

The trend shows that our TRR has steadily increased over the last 12 months. During the last quarter the Lost Time Injury Frequency Rate increased to 2.35 LTIs/100,000 hours worked which is up from 1.60 LTIs/100,000 hours worked at the end of September 2010.



This graph shows the days lost per 100,000 hours worked due to work related injuries. This graph shows that our severity rate has increased over the last 12 months to 14.95 days lost due to injury/100,000 hours worked. During the last quarter we had 67 days lost across the business due to 8 LTIs.

The business areas where the recent longer term LTIs are occurring tend to have field based staff who perform physical work. This means that there are limited opportunities for alternative duties when field based staff are injured (even with minor injuries). We are working with these areas of the business to ensure that there are opportunities for suitable alternative duties when injuries occur.

We are also investigating opportunities to inform medical treatment providers of Greater Wellington's commitment to providing alternative duties as part of an injured employee's rehabilitation. This commitment focuses on the employee's remaining capabilities rather than their incapacity.

The following table shows the breakdown of injuries sustained across the various Groups.

Business Group Health and Safety Performance Summary

Business Group	LTIFR (Lost time injuries/100,000 hours worked)	
	Current	12 months ago
Catchment Management	6.79	1.57
CEO	0	0
Environmental Management	0	0.57
Finance & Support	0	0
People & Capability	0	0
Public Transport	0	0
Strategy & Community Engagement	0	0
Utilities & Services	2.19	0
Greater Wellington	2.35	0.69

The following table shows the total number of occurrences within the organisation within the last quarter. This includes proactive reporting such as audits, reviews and hazards as well as reactive reporting involving injury or property damage.

Occurrence Report Summary

	Total Quarter	December 2010	November 2010	October 2010
Total number of occurrences reported	49	9	19	21
LTIs	8	3	0	5
MTIs	3	0	2	1
Proactive Occurrences	16	3	7	6
Reactive Occurrences	33	6	12	15
High risk occurrence[#]	17	7	6	4
Corrective Actions	6	0	2	4

Note: # High risk occurrences can be reported either proactively or reactively but have risk score greater than 8 and the potential for serious consequences.

9. “Greater Managers” Management Development Programme

In the last quarter we have run the following modules:

- Creative Thinking and Career Planning – Learning Groups 3 and 4
- Negotiation and Creative Thinking – Learning Group 5
- Stakeholder Management and Problem Solving – Learning Group 6
- Problem Solving – Learning Group 7
- Building Personal Effectiveness – Learning Group 8

As part of our evaluation and monitoring of the Greater Managers programme, we held a wrap-up session with the first group of Department Managers who have completed the programme. The focus of the wrap-up session was to identify which modules or parts of modules should continue to be delivered to new managers/potential managers as part of our core leadership training. It also looked at next training steps for the Department Manager’s own leadership training.

We will compile a suite of modules for new managers and team leaders which will be offered as part of the core training programme.

Learning Groups 3 and 4 have now finished and a wrap up session for them will be planned for February 2011.

There is an opportunity to introduce some training and seminar sessions through Gallup that will complement the training already completed.

10. Performance Management

Human Resources Advisers continue to actively engage with managers and staff within their account management areas across Greater Wellington to support the implementation of the new performance management model “P4P” (Partnership for Performance) throughout its initial cycle. Ongoing ‘Partnership for Performance’ training will continue for new employees as part of our ‘business-as-usual’ training programme.

A Partnership for Performance Policy to support P4P was approved by ELT in October and signed off by Dave Benham. This Policy is now operational.

11. Remuneration

In accordance with our remuneration strategy, we have negotiated a buy-out of the bonus for the majority of staff. There are currently only 9 staff members on Individual Employment Agreements (approximately 2%) who remain on the old bonus scheme.

12. Change Management

The new Biodiversity Department came into effect on the 8 September 2010 and all substantive positions have been recruited.

There was a review of the structure, function and roles within the Flood Protection Department and a new structure has been implemented which continues to have two regionally focused operational teams (Eastern and Western) and a newly created operational planning role. These teams report to a new Team Leader position which has responsibility for the planning and operations across the region. The other key change is the creation of the Team Leader, Investigations, Strategy and Planning with the aim of aligning the investigation, strategy and planning functions of the department. In addition, the creation of a new Principal Planning Adviser position has been created to bring this expertise in-house rather than relying on external consultants.

The People & Capability Group has undergone a structural change to establish a new Manager, Human Resources and part time Senior Human Resources position, and disestablished a Team Leader and part time P&C Adviser position. These changes were necessitated by the movement of the Democratic Services Department from the Finance & Support Group to the People & Capability Group on 1 January 2011.

A review has been undertaken of the Democratic Services Department to examine the structural and capability requirements of that Department pending the new Council Committee structure. The change management processes to establish a new structure will take place in the new year.

There has been a review of the Environmental Monitoring & Investigations Department to better resource the management of that Department. Any change management implications will take place in the first quarter of 2011.

13. Business Continuity

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

14. Risk Management: Quantate Risk Report

There are no risks identified for the People & Capability Group.

15. Recommendations

That the Committee:

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

Report prepared by:

Report approved by:

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Bruce Simpson
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Attachment 1: Recruitment Data