

FOR PURPOSE CONFERENCE

Connecting and Advancing Not-for-Profits

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About Us

SHARPE WORKPLACE SOLUTIONS

- ❑ Private company, that provides a range of Industrial Relations and Human Resource services to small, medium and large organisations across Australia.
- ❑ Established in 2006.
- ❑ Offices - Toowoomba and Brisbane.
- ❑ Specialise in supporting Not-for-Profit organisations.
- ❑ Mobile service.





Break Out Session Three

Human Resources and the NFP Sector

Topic 1: Workplace Change

Topic 2: Remuneration & Benefits

Topic 3: Workforce Planning



Introduction

Employers in the NFP sector are constantly juggling the interests and demands of their clients, employees, funding bodies and other industry stakeholders.

This can become complex and burdensome for organisations especially during challenging times.

Whether large or small, most NFP organisations are faced with similar Industrial Relations and Human Resource challenges.

Topic 1 - Workplace Change

- ❑ Many Not-for-Profits (NFP) are experiencing rapid growth or are restructuring their operations to become more efficient which necessarily results in workplace change.
- ❑ The success of an organisation is largely attributed to the knowledge & expertise of its most valuable asset being its employees.
- ❑ Organisational culture in the NFP sector has recently been identified as perhaps being *'front of mind but bottom of agenda'*.
(AICD NFP Governance & Performance Study 2017)
- ❑ Workplace change (including cultural change) therefore needs to be carefully managed to ensure it successfully supports the direction in which the organisation is heading.

Steps in the Change Process

Successful management of workplace change involves:

- ❑ Determining the need for change;
 - Analyse current workforce –identify gaps (i.e. function & performance; culture)
- ❑ Determining the obstacles to change;
 - Staff, technology, culture.
- ❑ Implementing change;
 - How & who?
- ❑ Evaluating change
 - Measuring effectiveness – monitor & evaluate (continuous improvement)



Implementing Workforce Change

TIPS

- ✓ Have a shared vision;
- ✓ Have effective leadership;
- ✓ Culture of the organisation will need to support the change;
- ✓ Change needs to be driven from all stakeholders;
- ✓ **Communication is key;**
- ✓ Need to foster a team culture;
- ✓ Empower and identify '*Champions*' to drive the change forward;
- ✓ Celebrate the success of the change;
- ✓ Gain feedback from those involved in the change;
- ✓ Continued positive reinforcement after the change.



The Change Process



Discussion / Questions

NOTES:



Topic 2 - Remuneration & Benefits

- ❑ Approximately 1.2 million people work in the NFP sector.
(ACNC Annual Report 2015).
- ❑ Although the sector is a major employer (10%) it is **not** a sector that generates high paid salaries.
- ❑ In general nearly 3 in 5 (57%) of people report that benefits and perks are amongst their top considerations before accepting a position as opposed to base salary. *(Glassdoor 2016)*
- ❑ It is important for NFP employers to examine all aspects of wages and benefits offered to employees to have an overall balance of remuneration offered.

Strategy

Remuneration & Benefits

Make sure your organisation has a Remuneration & Benefits Strategy.

- ❑ A holistic strategy to attract, motivate and retain quality and talented staff.
- ❑ It can be a range of cash and non-cash arrangements (fixed/variable).



Remuneration & Benefits



Remuneration (Cash)

□ Base Salary & Superannuation

- Individually benchmark each role against the market to ensure currency & competitiveness.
- Superannuation – fund choice is important (low cost admin fees/good investment returns).

Remuneration & Benefits

Benefits (non-cash)

- Travel Insurance;
- Income Protection Insurance;
- Leave;
 - Paid Parental Leave
 - Paid days off
 - Volunteer days (charity donations)
- Health & Well being
 - (Immunisations/EAP/Gym membership)
- Work Life Balance (Flexible Working Hours)
- Staff Development
 - Staff Training and Education
- Rewards & Recognition (Vesting Arrangements)



Remuneration & Benefits

TIPS

- ✓ Define and review current strategy;
- ✓ Ensure link between R&B strategy and business strategies;
- ✓ Determine your current market position;
- ✓ Identify mix of salary, benefits and performance components;
- ✓ Determine appropriateness of salary packaging in your organisation;
- ✓ Review remuneration and HR practices to adopt and adapt.

Your R&B Strategy is to ensure as an organisation you continue to attract, retain and motivate talented staff at a competitive cost

Discussion / Questions

NOTES:



Topic 3 - Workforce Planning

What is Workforce Planning?

- ❑ Workforce Planning is a continual process used to align the needs and priorities of the organisation with those of its workforce to ensure it can meet its legislative, regulatory, service and organisational objectives.
- ❑ Workforce Planning sits beside your business and financial plans as a fundamental tool in realising the goals of an organisation.
- ❑ You will need to be aware of the workforce challenges facing your sector as a result of an ageing population, economic trends, new and emerging programs (NDIS) and other demographic issues.

Workforce Planning

WHY?

- ❑ An ageing population;
- ❑ Recruitment & retention issues – (labour market pressures/remuneration);
- ❑ Structural changes (NDIS);
- ❑ Financial constraints;
- ❑ Geographic distribution.

Workforce Planning



Workforce Planning



Collecting Workforce Information (Workforce Demographics)

- ❑ Do you have processes in place to collect and keep workforce information such as:
 - The total number of employees;
 - The number of casual, permanent or temporary employees and full-time, part-time or seasonal employees;
 - The age and gender breakdown of your workforce;
 - Your employees' qualifications and skills
 - Your organisations turnover rates and retirement intention; and
 - Available pool of candidates in the market.

Workforce Planning



Key Considerations

- ❑ Are you experiencing any difficulty recruiting workers or developing employees' skills?
- ❑ Do you have strategies to retain existing workers and attract new ones? How will you replace key employees if they become unavailable (e.g. long-term sickness, retirement)?
- ❑ What skills/abilities/corporate knowledge will you need to replace?
- ❑ What impact will a vacant key role have on your service? How much will it cost in down time and lost productivity?
- ❑ Can you identify when people may think of leaving?
- ❑ How can you get valuable information from those likely to leave so that replacement runs seamlessly?



Workforce Planning

TIPS

- ❑ **Make sure you understand** your organisations corporate objectives/goals;
- ❑ **Understand the competitors** in your sector and location;
- ❑ **Understand the impact** on your ability to attract the people with the skills and abilities you require and need to retain;
- ❑ **Plan for the development** of skills, knowledge and abilities through on-the-job work (such as job rotation) or formal professional development (such as formal training);
- ❑ **Mentoring and coaching** to phase the retirement of employees, helping to share corporate knowledge;
- ❑ **Do it now** – don't wait until you have only four weeks to fill a key position;
- ❑ You need to have a **transition plan** in place (change management).

Workforce Planning

BENEFITS

- ❑ Build a workforce with the capability and capacity to efficiently ensure service delivery outcomes;
- ❑ Focused and strategic approach to attracting, developing and retaining a suitable workforce;
- ❑ Initiatives that address workforce demand and supply issues and addresses issues such as size & composition (succession planning);
- ❑ Promote inclusion & diversity in your workplace.

Conduct annually & ensure it aligns with the organisations objectives.

Discussion / Questions

Thank you



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