



# NEXT GENERATION WORKFORCE PLAN

## 2016 - 2021

This Next Generation Workforce Plan identifies the outcomes that are important to the NSW Rural Fire Services' capacity to meet the workforce challenges, both volunteer and staff, of coming decades, with a specific focus on the next five years.

The Next Generation Workforce Plan is linked to the NSW RFS Corporate Plan through the Key Focus Area 4 'Our Members' and associated objectives.

Our members comprise of 74,516 volunteers and 849 staff that collaborate to deliver community-based fire and emergency services (2014/15 Annual Report).

### Outcomes

### Strategies

### Key Actions 2016-2017

<b>O1</b>	Membership reflective of the community	<b>S1</b>	Continue to improve organisational diversity through inclusive and flexible membership	<b>A1</b>	Establish a working group to develop a plan for gender diversity
<b>O2</b>	Skills and capabilities matched to demands	<b>S2</b>	Develop and implement additional processes and systems to support localised workforce planning	<b>A2</b>	Develop an agreed District Workforce Planning Framework for volunteers
				<b>A2.1</b>	Continue to implement the NSW Government Capability Framework
<b>O3</b>	Flexible and valued membership roles	<b>S3</b>	Continue to embed principles of flexible membership into organisational policy, programs and initiatives	<b>A3</b>	Continue to improve and promote the flexible membership model and embed its principles into new Policy, Services Standards, programs and initiatives
<b>O4</b>	Technology engaged and capable	<b>S4</b>	Use new and existing technology and systems to increase efficiency and effectiveness	<b>A4</b>	Implement online Performance Management System
				<b>A4.1</b>	Implement SAP Business Intelligence Reporting for more effective analysis of membership data
<b>O5</b>	Positive experience and enduring connection	<b>S5</b>	Continue to support a respectful and inclusive workplace where all members are treated with dignity, courtesy and respect	<b>A5</b>	Commence implementation of Respectful and Inclusive Workplace training
				<b>A5.1</b>	Implement phase two of Conduct training for senior volunteers
<b>O6</b>	Agile and inclusive organisation	<b>S6</b>	Ongoing engagement in a broad range of training, development and knowledge sharing to increase member's adaptability to future needs	<b>A6</b>	Pilot District Brigade Management training
				<b>A6.1</b>	Deliver 'Leading People' program at District level
				<b>A6.2</b>	Integrate organisational workforce plans into the business planning framework for more effective monitoring and reporting
<b>O7</b>	Active partnerships with community groups	<b>S7</b>	Continue to interact with the community to grow mutual knowledge, understanding and awareness	<b>A7</b>	Improved communication and utilisation of membership initiatives and programs

#### Our Values

Mutual Respect

Adaptability and Resourcefulness

One Team, Many Players, One Purpose

Integrity and Trust

Support, Friendship and Camaraderie

Community and Environment

Knowledge and Learning