

ITEM 4

5.0 WORKFORCE IMPLEMENTATION

EMPLOYEE ATTRACTION AND RECRUITMENT

| Issue | Strategy / Action | Timing | Performance Measures | Responsibility | Notes |
|--|--|---------------------------|---|----------------|--|
| Recruitment and selection systems | Design and implement an accurate Recruitment and Selection system that will attract new employees with the right skills and knowledge to help deliver the Strategic Community Plan Includes review of policies and procedures | Draft implementation 2022 | Average length of employee service Length of time to recruit (set initial target time) Staff turnover figures comparable to neighbouring shires and/ or best practice Goals and outcomes from Strategic Community Plans are met. | CEO/ DCEO | Potential to standardise with neighbouring Shires Update – February 2023 This action hinges on developing new HR related policies and procedures and reviewing existing HR policies and procedures. No progress has been made but this is a KPI for the CEO to be completed by May 2023 Update – May 2023 Review of all policies are well advanced, but May deadline will not be achieved. |
| Improve recruitment outcomes including on boarding process | Train managers/ supervisors in efficient recruitment and selection techniques | 2022 | Improve recruitment outcomes and on-boarding process (85% success rate) Monitor through length of service, staff position accuracy (satisfaction), probation completion periods, staff turnover and exit interviews | CEO/ DCEO | A formal recruitment and on- boarding process was identified by staff through consultation Update – February 2023 The current HR function is not well-resourced resulting in an inconsistent onboarding experience. It is intended to create a new role within the existing organisational structure with responsibility for HR. Update – May 2023 Recruitment improvements include more appealing and welcoming job adverts and on-boarding experience such as a welcome pack of relevant information. The role of HR Officer has also been created and the collation of relevant statistics will commence in the near future. Interviews now include assessment against organisational values. |

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| Prospective employee attraction | Develop strategy to create a positive image as an attractive regional preferred employer | 2022/23 | Prospective employee attraction campaign rollout (TBD) Measurement based on applicant numbers and quality. | CEO/ DCEO | <p>Input needed from Elected Members</p> <p>Update – February 2023</p> <p>This action is all about being an employer of choice and the Shire’s brand. The Shire’s brand can be enhanced by having a clear vision, mission and values, and being an employer of choice can be achieved by ensuring team members have clarity of expectations, feel valued, rewarded and heard. The project fits in with the CEOs 2023 KPIs.</p> <p>Update – May 2023</p> <p>The CEO openly talks about the Shire’s values and these have been included as part of all-staff town-hall updates. Job adverts are now more appealing and highlight the benefits of working for the Shire. Remuneration is currently being reviewed by an external consultant to ensure salaries and wages are competitive.</p> <p>Salaries and wages review is complete and has informed the 23/24 budget</p> |
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| New employee inductions | Design, test and implement new compliant employee inductions. Make the induction an integral part of the recruitment process | 2022 | Survey new employees for feedback after 6 and 12 months. Monitor through length of service, probation completion periods, staff turnover and exit interviews | DCEO | <p>Capture WHS Act 2020</p> <p>Update – February 2023 New employee inductions are currently inconsistent reflecting the non-centralised approach. This will be addressed as part of employing an officer responsible for HR (see point above).</p> <p>Update – May 2023 The position of HR Officer has been created though we are in the early stages of making improvements which will include review of the induction process. An on-boarding pack has been developed and was provided for the DCEO. This will be refined as part of on boarding the EA, Senior WHS Officer and AWMC once appointments are made.</p> |
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Employee Morale/ Retention

| Issue | Strategy / Action | Timing | Performance Measures | Responsibility | Notes |
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| Work/life balance | Review and design flexible working arrangements where appropriate for office staff, including hours, conditions etc. | 2022 | Measure through annual employee satisfaction survey, exit interviews, turnover rates in office staff | CEO/ DCEO | <p>Update – February 2023 Recent changes have reduced workforce flexibility and these need to be reconsidered. A procedure is currently being written to allow salary sacrifice to increase leave by up to eight weeks per annum. This is being based on the Shire of Kulin and the City of Wanneroo.</p> <p>Update – May 2023 No further progress with regards to the increased leave. The CEO endeavours to model good work / life balance which includes encouraging staff not to work too late and not to send out-of-hours emails. The CEO is also reviewing the staffing structure and staffing compliment as part of the 2023/24 budget.</p> |
| Regular employee satisfaction surveys | Monitor employees' views on several work-related topics, issues, and concerns through an annual survey (electronic or personal interview) | 2022 | Answers evaluated and data compared to previous surveys to identify trends. Annual report generated with action/ responsibilities identified as required. Annual reporting | CEO | <p>Update – February 2023 No action taken to date.</p> <p>Update – May 2023 A survey has not been undertaken though the annual performance review was completed this quarter. The CEO personally talked with most staff and reviewed and made comment in all staff appraisals.</p> |
| Remuneration and reward | Ensure Shire of Gnowangerup offers an attractive and competitive salary which retains and attracts skilled employees Prioritise remuneration review for skill shortage positions | Annual pay and performance reviews are timely and effective | Calculation of length of time taken to complete annual review. Data from employee satisfaction survey Exit interview statistics | CEO/ DCEO | <p>Update – February 2023 Quotes are being sought to undertake a wages and salaries review and organisational structure review. Expect this will commence in March for incorporation into the 2023/24budget.</p> <p>Update – May 2023 A consultant (SalaryOne) has been engaged and is undertaking the salaries and wages review. Once the report is received this will be used as part of the annual increment process and in developing the 2023/24 budget. It will also be used as part of renegotiating the EBA which expires in October 2023.</p> |
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| Available housing | Design, fund and deliver appropriate staff housing | 2025 | New staff accommodation provided to applicable Shire staff | CEO/ DCEO/ MCD | <p>Access to housing was identified by multiple staff members during in person Interviews</p> <p>Update – February 2023 Teams meeting held with the WACH and GROH 10 February 2023 to discuss Lots 272 and 273 Quinn Street. This project will see the construction of four houses and three units by June 2025. Two of the houses will be for Shire staff.</p> |
| | | | | | <p>The business case for Lot 183 Whitehead Road is being rewritten given withdrawal of BBRF funding.</p> <p>Update – May 2023 A high-level project plan for the Quinn Street development was prepared by the AWMC and presented at Council Workshop in March. The Shire does not have the people resources to manage this project and in discussion with the Manager Works the plan is to go to the market and seek expressions of interest to manage this project from end-to-end. The EOI will be prepared by the end of September 2023. The Whitehead Road property is a KPI for the CEO where a business plan is to be prepared by August 2023.</p> |

Employee Development

| Issue | Strategy / Action | Timing | Performance Measures | Responsibility | Notes |
|---------------------------------------|---|---|--|------------------------|--|
| Training and development | Provide and promote learning and development opportunities for employees to enable them to help deliver the Strategic Community Plan | Ongoing with annual end of calendar year review | Annual training/skills audit to review progress Use of efficient electronic training database. | CEO/DCEO | Update – February 2023 Skills matrix to be developed as part of the 2023 staff appraisals. This action is also a KPI for the CEO to be completed by October 2023. Update – May 2023 Training continues to be ad hoc and is an area for improvement. A skills matrix was prepared and partially used as part of annual appraisal process. This needs further work. |
| Internal promotions | Design and implement a formal process that encourages staff to seek opportunities for internal promotion where available | Ongoing with annual review of position requirements | Internal promotions occurring as applicable, Staff Satisfaction Surveys, staff actively involved in improving delivery of programs | CEO/ DCEO/ MWS/ MSS | Internal promotion has occurred Previously Update – February 2023 No action taken to date. Update – May 2023 No formal action taken to date though internal staff movements have included promotion of CSO to CDO, CSO to EACEO, Construction Crew to Supervisor, Construction Crew to Technical Officer, Finance and Emergency Management Officer to HR and Emergency Management Officer, as well as focus on the development of the Senior Finance Officer. |
| Identifying and addressing skills gap | Complete full Training Needs Assessment (TNA) to verify training gaps possibly previously identified by employees Develop training strategy to address Shire needs | 2023 | Delivery of TNA Report outlining future training plan and strategy Measure against training figures EOFY 2022/23 | DCEO | Update – February 2023 Skills matrix to be developed as part of the 2023 staff appraisals. This action is also a KPI for the CEO to be completed by October 2023. Update – May 2023 A skills matrix was prepared and partially used as part of annual appraisal process. This needs further work. |

Human Resource Management

| Issue | Strategy / Action | Timing | Performance Measures | Responsibility | Notes |
|--|---|---|--|----------------|---|
| Implementation of the Workforce Plan | Implement all strategies and actions as outlined in the Plan | 2022-2027 | Success in each individual strategy as outlined Annual reporting. | CEO | |
| HR Policies and Procedures | Audit, review and develop policies consistent with current legislation and Shire's goals | 2022 | | CEO/ DCEO | <p>Update – February 2023 No action taken to date. Review of all policies is a KPI for the CEO for 2023.</p> <p>Update – May 2023 Review of all policies are well advanced, but May deadline will not be achieved. Procedures have not been reviewed and will be once the Policy review is finalised.</p> |
| HR system and process gaps to be addressed | Review all manual and electronic HR data collection processes currently used. Standardise and implement compatible system | 2022/23 | <p>All relevant HR data is stored, located and readily retrieved as needed</p> <p>All employees have access to their employment details</p> <p>All agreed employment remuneration including allowances are recorded accurately and delivered</p> <p>Audit and report initially and after 12 months</p> | CEO/ DCEO | <p>Update – February 2023 No action taken to date.</p> <p>Update – May 2023 No action taken to date though this is an area where improvements can be made. Inefficiencies in this area were specifically commented upon by the external consultants who undertook the recent IR review.</p> |
| Position description audit and review | Ensure each employee has an accurate and up to date position description | 2022/23 and as positions are vacated prior to recruitment | 100% compliance for completion and accuracy | CEO/ DCEO | <p>Update – February 2023 No action taken to date. PDs to be reviewed as part of 2023 staff appraisals.</p> <p>Update – May 2023 All PD's were reviewed as part on the annual staff appraisal process which was completed April 2023.</p> |

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| Position Descriptions maintenance | Ensure all PDs are kept up-to-date, and each employee has access to a copy | 2022 | PD updated within 10 working days after changes approved by Department Manager and CEO | DCEO | Update – February 2023 No action taken to date. PDs to be reviewed as part of 2023 staff appraisals and thereafter each year. Update – May 2023 All PD's were reviewed as part on the annual staff appraisal process which was completed April 2023. |
| | | | Newly recruited employees have an up-to-date PD upon commencement | | |
| Exit interviews | Design, test and implement an exit interview process and questionnaire | 2022 | Make integral part of the employment termination process. Annual statistics audit and feedback to council | CEO | Update – February 2023 No action taken to date. Update – May 2023 No specific process has been developed but resignations are discussed with employees. Developing a process / procedure fits in with the action of developing HR Policies and Procedures and will be undertaken once the Policy review is finalised. |
| WHS Management | Audit and review WHS policy/ plans and make appropriate adjustments | 2022/2023 | 100% compliance with current WHS legislative requirements | CEO/ DCEO | Update – February 2023 Completed. |

Ageing Workforce

| Issue | Strategy / Action | Timing | Performance Measures | Responsibility | Notes |
|--|--|--|--|-------------------|--|
| Imminent retirements | Devise and implement strategies to support a well-managed transition to retirement | Current to ongoing for lifetime of plan | Employees are treated with dignity and respect (measure from analysis of exit interview comments) Legislation is not breached i.e. nil complaints | Executive | Update – February 2023 No action taken to date. Update – May 2023 No action taken to date. |
| Attract employees to join the organisation | Refer to recruitment and attraction strategy | 2022/23 | Refer to recruitment and attraction strategy | CEO | Update – February 2023 No action taken to date. See comments above: Prospective Employee Attraction. Update – May 2023 See comments above: Prospective Employee Attraction. |
| Traineeships | Appoint trainee in area(s) of Shire (Admin/Works) Include mentoring strategies | TBD | Completed trainee gaining the skills capable of filling vacancies as they arise | CEO | Update – February 2023 No action taken to date. Update – May 2023 An apprentice mechanic has been included in the 2023/24 budget. In discussions with the EHO about the creation of a cadet EHO position. |
| Succession planning | Identify vulnerable positions and develop succession strategy plan | Strategy/ Plan 2022/23 Implement 2023/24 | Develop strategy and plan Implementation of the plan As employees retire, successors appointed to vacant positions | CEO | Update – February 2023 No action taken to date. Update – May 2023 See comments under Traineeships. |
| Flexible working arrangements | Create Flexible working arrangements to assist in the smooth transition of employees into retirement | 2023/2024 | Produce report and options. Implement after approvals. Organisation retains knowledge base for as long as required | CEO/ DCEO/ MWS | Update – February 2023 No action taken to date. See comments under Work life Balance. Update – May 2023 See comments under Work life Balance. |

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| Job redesign | Investigate job redesign feasibility/ possibilities for applicable positions | 2022/2023 | Produce report and options. Implement after approvals | DCEO/ MWS | Update – February 2023 No action taken to date. Update – May 2023 No action taken to date. |
| Knowledge loss | Document all relevant procedures and work instructions that are currently not recorded | 2022/23 | Work procedure manuals produced that can be successfully interpreted by new employees/ trainees | DCEO/ MWS | Update – February 2023 No action taken to date. See comments under HR Policies and Procedures. Update – May 2023 No action taken to date. See comments under HR Policies and Procedures. |