

## Progress against the Shire of Gnowangerup Workforce Plan 2022-2027 and proposed amendments

Existing			Proposed	
WP Priority	Actions	Due by	WP Update / Comments	Due by
1. 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.	2022	<p>Comment – the Shire’s current recruitment process is fit for purpose and no further work is required.</p> <p>Policies and procedures are covered in action number 12 <i>HR Policies and Procedures</i>. It is proposed that this part of action 1 is combined with that action.</p>	Ongoing
2. Staff retention	Creation of retention strategy that includes promotion of positive workplace culture, support for employee well-being and prioritisation of professional development	Ongoing	To be incorporated into the new workforce plan developed in conjunction with the Shire’s Long-Term Financial Plan.	Ongoing
3. Improve recruitment outcomes including on boarding process.	Train managers / supervisors in efficient recruitment and selection techniques.	2022	<p>Comment – recruitment is undertaken by the executive team as turnover is low and the Shire is too small to devolve this responsibility.</p> <p>It is proposed that the on-boarding component of this action is combined with action 4 <i>New employee inductions</i> due to overlap.</p>	Completed

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4. Prospective employee attraction	Develop strategy to create a positive image as an attractive regionally preferred employer.	2022/23	<p>Developing an overarching strategy has been delayed and deadline extended.</p> <p>Comment – this initiative is being addressed through the following actions:</p> <ol style="list-style-type: none"> <li>1. Review of the Shire’s Vision, Values and Purpose.</li> <li>2. Improving the town’s amenity through street scaping and beautification.</li> </ol>	2025
			<ol style="list-style-type: none"> <li>3. Maintaining Shires assets including roads and buildings.</li> <li>4. Facilitating events and profiling the Shire to the wider community.</li> <li>5. Supporting community groups.</li> <li>6. Profiling the Shire through social media.</li> </ol> <p>It is proposed that this action is combined with action number 19 <i>Attract Employees to join the organisation</i> due to overlap.</p> <p>November 2025: This work is still underway and will be supported by the development of the Long-Term Financial Plan being prepared in conjunction with Moore Australia.</p>	
5. New employee inductions.	Design, test and implement compliant employee inductions. Make the induction an integral part of the recruitment process.	2022	<p>Comment - while an on-boarding pack has been developed the induction process is not well managed and requires further work.</p> <p>November 2025: Further work on this is underway, including creating procedures using AI and further development of Skytrust modules to better suit the Shire of Gnowangerup.</p>	2024

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6. Work / life balance	Review and design working arrangements where appropriate for office staff, including hours, conditions etc.	2022	<p>Flexible hours and at-home work are offered to all office staff excluding the executive team. Of the 26 office staff positions, 13 work part time.</p> <p><b>November 2025: Workload for senior staff can be unreasonable, reflecting increasing legislative requirements and budget constraints.</b></p>	Ongoing
7. Regular employee satisfaction surveys.	Monitor employees views on several work-related topics, issues and concerns through an annual survey.	2022	<p>Comment – a staff survey was undertaken by Catalyse in May 2024. This survey identified a 91% of employees rate the Shire as a good place to work. This was a reduction from the survey undertaken in 2022 where the score was 100%. Areas identified for improvement are being actioned by the executive team.</p>	Completed
8. Remuneration and reward	Ensure the Shire 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.	<p><b>April 2025</b> - Current EBA negotiations have considered surrounding Shires rates when forming the offer presented to the outdoor workforce. A Comment – staff appraisals are undertaken yearly, and remuneration is considered as part of this process. The outdoor workforce EBA is currently being renegotiated and pay rates and conditions of employment are being discussed. SAT review released April 2024 has provided more scope to increase salaries for managerial positions.</p> <p><b>November 2025: A new EBA for the Operational Works Crew has been entered into and took effect on 19 June 2025. The Shire is currently reviewing salaries to ensure they are competitive and attracting skilled employees.</b></p>	Ongoing

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9. 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.	<p>Comment – this is an area for improvement and was identified as a weakness in the 2024 Catalyse survey. This will be prioritised by the executive team.</p> <p>It is proposed that this action is combined with action number 10 <i>Identifying and addressing skills gap</i> due to overlap.</p> <p>November 2025: the 2025 performance reviews were termed “Annual Development Reviews”. The reviews started with identification of the employee’s achievements in the past 12 months, then asked the reviewers (employee and supervisor) to identify skills the employee could develop, and training that the employee could undertake, such as obtaining more licences, workshops or more formal qualifications.</p>	2024
10. 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.	<p>Comment – the Shire is too small to warrant a formal internal promotions process.</p> <p>Promotions and opportunities are discussed with each staff member as part of the annual performance review.</p>	Ongoing

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11. 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	<p>Comment – this is an area for improvement and was identified as a weakness in the 2024 Catalyse survey. This will be prioritised by the executive team.</p> <p>It is proposed that this action is combined with action number 8 <i>Training Development</i> due to overlap.</p> <p>November 2025: Managers and supervisors are still undertaking Annual Development Reviews, which sets out training opportunities with employees' input. Once these Reviews are complete and provided to the HR &amp; Contracts Manager, the DCEO and HR &amp; Contracts Manager will work together to develop a training matrix and strategy.</p>	2024
12. Implementation of the Workforce Plan	Implement all strategies and actions as outlined in the Plan.	2022-2027	<p>Comment – this action is to be deleted as it relates to the whole plan which all have separate actions.</p>	
13. HR Policies and Procedures, and Knowledge loss	<p>Audit, review and develop policies consistent with current legislation and Shire's goals.</p> <p>Document all relevant procedures and work instructions that are currently not recorded.</p>		<p>Comment – policies and procedures have been reviewed though when new policies are required these will be developed at that time.</p> <p><b>April 2025</b> – A project is underway to manage the review and development of procedures and internal policies to ensure they are appropriately documented and retained.</p> <p>Comments – this has been undertaken for selected tasks and positions, but more work is required.</p>	2025 and ongoing

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			<p>November 2025: The amended policies are currently in the review stage, and being assessed by managers to ensure that they are fit for purpose. A new leave policy has been rolled out to staff. The AI program “Scribe” is being used to record the work commonly done by a selected group in administration. These records will be converted into procedure which will be reviewed, edited and compiled for use by new staff and for refresher training.</p>	
14. HR system and process gaps to be addressed.	Review all manual and electronic HR data collection processes currently used. Standardise and implement compatible systems.	2022/23	<p><b>April 2025</b> – A quote has been sought from an external entity to audit our current HR system and determine if it is fit for purpose and make recommendations on process improvements.</p> <p>Comment – this is a large project and fits in with the Shire’s need to review all systems and processes.</p>	2026/27
15. Position description review audit and review.	Ensure each employee has an accurate and up to date position description.	2022/23 and as positions are vacated	Comment – position descriptions are reviewed as part of the annual appraisal process and when positions are advertised.	Completed.

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16. Position descriptions maintenance.	Ensure all PDs are kept up-to-date, and each employee has access to a copy.	2022	Comment – position descriptions are reviewed as part of the annual appraisal process and when positions are advertised.	Completed
17. Exit interviews.	Design, test and implement an exit interview process and questionnaire.	2022	Comment – staff turnover is low and when appropriate, reasons for leaving are discussed. A formal process is not required.	Completed
18. WHS Management	Audit and review WHS policy / plans and make appropriate adjustments.	2022/23		Completed

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19. Imminent retirements	Devise and implement strategies to support a well-managed transition to retirement.	Current to ongoing for the lifetime of plan	<p><b>April 2025</b> – Recruitment is underway to engage a human resources manager and will be further developed upon their engagement.</p> <p>Comment – as the workforce is small transition is managed as part of the annual appraisal process.</p> <p>It is proposed that this action is combined with action number 24 <i>Knowledge loss</i> due to overlap.</p> <p><b>November 2025: this transition is being managed through identification during the annual development reviews and training up of current staff members to avoid knowledge loss.</b></p>	Ongoing
20. Traineeships	Appoint trainees in areas of Shire (Admin / Works) include mentoring strategies.	TBD	Comment – if the opportunity presents this initiative will be actioned.	Completed
21. Succession planning	Identify vulnerable positions and develop succession strategy plan.	Strategy / Plan 20223/23 Implement 2023/24	Comment – as the workforce is small transition is managed as part of the annual appraisal process.	Completed

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22. Flexible working arrangements	Create flexible working arrangements to assist in the smooth transition of employees to retirement.	2023/24	Comments – this is a duplication of action 5 <i>Work / Life Balance</i> .	Completed
23. Job redesign	Investigate job redesign feasibility / possibilities for applicable positions.	2022/23	Comments – all positions are reviewed as part of the annual appraisal process or when recruiting.	Completed