

Final progress report on Shire of Gnowangerup Workforce Plan 2022-2027

Workforce Plan Priority	Actions	Workforce Plan Update / Comments
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.	Comment – the Shire’s current recruitment process is fit for purpose, and no further work is required.
2. Staff retention	Creation of retention strategy that includes promotion of positive workplace culture, support for employee well-being and prioritisation of professional development	To be incorporated into the new workforce plan developed in conjunction with the Shire’s Long-Term Financial Plan.
3. Improve recruitment outcomes including onboarding process.	Train managers / supervisors in efficient recruitment and selection techniques.	With the engagement of a HR & Contracts Manager, recruitment outcomes have been improved and new staff onboarded using a new onboarding process developed by the HR & Contracts Manager, with new staff onboarding commencing in advance of their first day at the Shire.
4. Prospective employee attraction	Develop strategy to create a positive image as an attractive regionally preferred employer.	This initiative has been addressed through the following actions: 1. Review of the Shire’s Vision, Values and Purpose. 2. Improving the town’s amenity through street-scaping and beautification. Maintaining Shires assets including roads and buildings. 3. Facilitating events and profiling the Shire to the wider community. 4. Supporting community groups. 5. Profiling the Shire through social media.

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5. New employee inductions.	Design, test and implement compliant employee inductions. Make the induction an integral part of the recruitment process.	Employee inductions are being completed through in-person on-the-job training for role-specific information, use of the Skytrust system using modules developed by the Safety & Emergency Coordinator and facility tours.
6. Work / life balance	Review and design working arrangements where appropriate for office staff, including hours, conditions etc.	Workload for senior staff can be unreasonable, reflecting increasing legislative requirements and budget constraints. Where operational requirements permit, employees are able to adjust their start and finish times, and work from home.
7. Regular employee satisfaction surveys.	Monitor employees views on several work-related topics, issues and concerns through an annual survey.	A staff survey was undertaken by Moore in July 2025, in which 87% of employees agreed or strongly agreed that they were satisfied with their employment at the Shire of Gnowangerup. In a survey conducted by Catalyse in May 2024, 91% of employees rated the Shire as a good place to work. This was a reduction from the survey undertaken in 2022 where the score was 100%. The results of the Moore survey were discussed with staff at the most recent Town Hall meeting.
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.	A new EBA for the Operational Works Crew has been entered into and took effect on 19 June 2025. The Shire regularly reviews salaries to ensure they are competitive and attracting skilled employees.

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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.	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. A training matrix has also been developed and brought to MANEX identifying training that is completed or to be undertaken by staff.
10. Internal promotions.	Design and implement a formal process that encourages staff to seek opportunities for internal promotion where available.	The Shire is too small to warrant a formal internal promotions process. Promotions and opportunities are discussed with each staff member as part of the annual performance review. Two staff members have been promoted internally as part of this process.
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.	A Training Needs Assessment will be undertaken following the next annual development review, as this will involve a review of position description, which will highlight training, knowledge and duties gaps.
12. HR Policies and Procedures, and Knowledge loss	Audit, review and develop policies consistent with current legislation and Shire’s goals. Document all relevant procedures and work instructions that are currently not recorded.	HR Policies are being developed and rolled out via Sharepoint and communications with employees. Procedures are regularly being developed throughout administration as staff turnover takes place to reduce knowledge loss. Areas of expertise such as governance are being shared across job roles to reduce knowledge loss when a single employee leaves and to increase teamwork and productivity.

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13. HR system and process gaps to be addressed.	Review all manual and electronic HR data collection processes currently used. Standardise and implement compatible systems.	This is a large project and fits in with the Shire's need to review all systems and processes.
14. Position description review audit and review.	Ensure each employee has an accurate and up to date position description.	Position descriptions are reviewed as part of the annual appraisal process and when positions are advertised. All are up to date
15. Position descriptions maintenance.	Ensure all PDs are kept up-to-date, and each employee has access to a copy.	Position descriptions are reviewed as part of the annual appraisal process and when positions are advertised. All are up to date
16. Exit interviews.	Design, test and implement an exit interview process and questionnaire.	Staff turnover is low and when appropriate, reasons for leaving are discussed. A formal process is not required.
17. WHS Management	Audit and review WHS policy / plans and make appropriate adjustments.	WHS Committee Terms of Reference have been reviewed, WHS Policy also subject to regular review by Safety & Emergency Coordinator.
18. Imminent retirements	Devise and implement strategies to support a well-managed transition to retirement.	This transition is being managed through identification during the annual development reviews and training up of current staff members to avoid knowledge loss.
19. Traineeships	Appoint trainees in areas of Shire (Admin / Works) include mentoring strategies.	Trainees currently in Administration and Works.
20. Succession planning	Identify vulnerable positions and develop succession strategy plan.	As the workforce is small transition is managed as part of the annual appraisal process.

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21. Job redesign	Investigate job redesign feasibility / possibilities for applicable positions.	All positions are reviewed as part of the annual appraisal process or when recruiting.