

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 | <p>Potential to standardise with neighbouring Shires</p> <p>Update – February 2023</p> <p>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</p> <p>Update – May 2023</p> <p>Review of all policies are well advanced, but May deadline will not be achieved.</p> <p>Update – January 2024</p> <p>Policies updated though the need for some additional policies identified. Job descriptions were reviewed in March 2023 and will again be reviewed as part of the annual appraisal process in March 2024. Flexible work arrangements implemented for most positions and the Welcome to the Shire of Gnowangerup booklet developed. The Executive Team is meeting in March to review the Shire's Vision, Mission and Values. Outcome from this review will be brought to Council.</p> |
| 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 | <p>A formal recruitment and on- boarding process was identified by staff through consultation</p> <p>Update – February 2023</p> <p>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.</p> <p>Update – May 2023</p> <p>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.</p> <p>Update – January 2024</p> <p>Basic HR statistics are now being collated and the onboarding process has been reviewed though a more consistent systemized approach is required. Job advertisements include focus on the attraction of regional</p> |

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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> <p>Update – January 2024</p> <p>A Welcome to the Shire of Gnowangerup booklet has been developed. The Executive Team is meeting in March to review the Shire’s Vision, Mission and Values. Outcome from this review will be brought to Council.</p> |
| New employee inductions | Design, test and implement compliant employee inductions. Make the induction an integral part of the recruitment process. | 2022 | Survey new employees for feedback after six months 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</p> <p>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</p> <p>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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| | | | | | <p>Update – January 2024</p> <p>The onboarding process requires further work and is on-going. Some HR statistics are now being provided to the Executive but further work required.</p> |
| 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</p> <p>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</p> <p>No further progress with regards to the increased leave.</p> <p>The CEO endeavors 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> <p>Update – January 2024</p> <p>Staffing structure and remuneration reviewed. Staff are encouraged to take leave and WFH is accommodated where possible, however Staff shortage is negatively impacting service delivery and Systems and processes do not support an effective operation and this is adding to workload. This is being addressed.</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</p> <p>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> <p>Update - January 2024</p> <p>Catalyse have been engaged to undertake a staff survey in April.</p> |

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| 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 2023/24 budget.</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> <p>Update – January 2024 Remuneration review undertaken and selected positions regraded. SAT submission made to allow payment of isolation allowance. Executive salaries are capped by legislation and are not competitive. This is being raised via WALGA Zone and with the Minister for LG</p> |
| Available Housing | Design, Fund, and Deliver appropriate Staff Housing | 2025 | New staff accommodation provided to applicable Shire Staff | CEO/DCEO/EMIA | <p>Access to Housing was identified by multiple staff members during in person interviews</p> <p>Update – February 2023 Teams meeting held with 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 The business Case for lot 183 White head 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 June. The Whitehead Road property is a KPI for the CEO where a business plan is to be prepared by August 2023.</p> <p>Update January 2024 A project mandate has been developed for Quinn Street and an Architect will be engaged Q1 2024. A contractor has been engaged to update the</p> |

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| | | | | | <p>Whitehead Road Business case and grants will then be sought. The CEO is on the GSDC panel for selecting a consultant to undertake the Workforce Great Southern Housing Project</p> |

Employee Development

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| 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 | <p>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.</p> <p>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.</p> <p>Update January 2024 Skills training remains reactive though when identified is undertaken. The skills matrix is still to be developed.</p> |
| 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 | <p>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.</p> <p>Update January 2024 Staff are encouraged to pursue career advancement within the Shire, the departure of the SFO has created opportunities which are being considered.</p> |

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| 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 | <p>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.</p> <p>Update – May 2023 A skills matrix was prepared and partially used as part of annual appraisal process. This needs further work.</p> <p>Update January 2024 No further action.</p> |

Human Resource Management

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| 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> <p>Update January 2024 HR Policies are currently being reviewed by the DCEO</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> <p>Update January 2024 This is an area where the Shire can make significant gains and will be raised with Councillors as part of the Planning and Budget process.</p> |

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| 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 | Update – February 2023 No action taken to date. PDs to be reviewed as part of 2023 staff appraisals. Update – May 2023 All PD's were reviewed as part on the annual staff appraisal process which was completed April 2023. This resulted in change in style and emphasis Completed |
| 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 Newly recruited employees have an up-to-date PD upon commencement | 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. Update January 2024 PD's will be reviewed in Feb/Mar |
| 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. Update January 2024 No Further Action |
| 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 Update January 2024 New SWHS officer is reviewing all policies as part of their on-boarding |

Ageing Workforce

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| 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. Update - January 2024 All Employees nearing retirement have been identified with the majority being in the outdoor workforce. This is an important but not urgent issue with part of the solution being housing |
| 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. |
| 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. Regulatory positions is also on the Agenda for VROC |

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| 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 and imminent retirements Update January 2024 Employees have been identified for key positions. |
| 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. Completed |
| 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 Update January 2024 Job redesign is being considered for selected positions given SFO departure. This initiative also hinges on upgrading IT Systems. |
| 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. |