# Workforce Plan

## 2017 - 2021

# Contents

## Chief Executive Officer's Message

The Shire of Dalwallinu's first Workplace Plan was developed in 2013 for a four year period expiring in June 2017.

Workforce planning is *"a continuous process of shaping the workforce to ensure that it is capable of delivering organisational objectives now and into the future"* (ANAO, 2004).

Workforce Planning:

⟩ is continuous, not a one-off activity;

⟩ is a process, not a static action or set of actions;

⟩ is about shaping the workforce with a clearly identified purpose and to bring about particular changes;

⟩ has its purpose linked with organisational objectives; and

⟩ applies not just to the current workforce but anticipates future workforce requirements.

Workforce Planning will enable our organisation to:

⟩ respond quickly and more strategically to change by recognising emerging challenges;

⟩ improve efficiency, effectiveness and productivity by having employees with the right knowledge and skills and who are a good fit for the job they are in;

⟩ facilitate strategic staffing and planning for future workforce requirements by identifying these in a timely manner, monitoring staff separations and making arrangements to fill key vacancies;

⟩ strengthen our organisation's capacity to achieve the outcomes of the Strategic Community Plan and Corporate Business Plan;

⟩ encourage understanding of our organisation's workforce profile so that existing workforce capacity can be maximised and the future workforce shaped as needed;

⟩ assist with identifying and managing people with the knowledge critical for efficient and effective business operations, and managing corporate memory;

⟩ adapt and integrate management and business processes, technology and systems and adjust our organisational structure to use resources most effectively;

⟩ strengthen our organisation through stronger career paths and staff development.

Jean Sutherland
**CHIEF EXECUTIVE OFFICER**

## Document Purpose within Integrated Planning Framework

*The Integrated Planning Framework and Key Documents*

The Department of Local Government introduced regulations which established requirements for local governments in Western Australia. All local governments, including the Shire of Dalwallinu, are required to have an **Integrated Planning and Reporting Framework (IPR)** which consists of several strategic and operational plans. These documents will drive the development of the Annual Budget and will ultimately help local governments plan for the future of their communities.
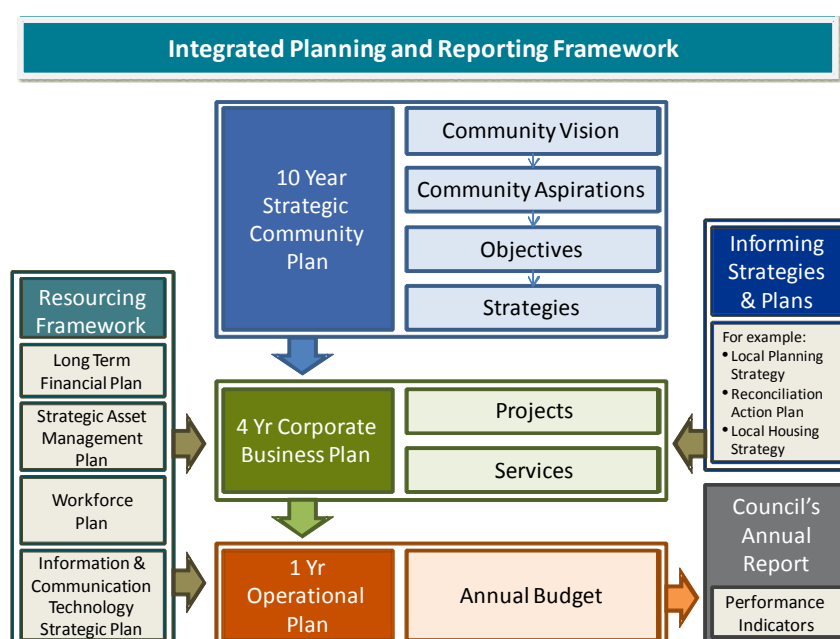
After a process of community consultation, the vision and aspirations of the community are articulated in the Shire's **Strategic Community Plan (SCP)** which sets out the ten-year objectives and strategies within which the operational activities will be delivered.

The **Corporate Business Plan (CBP)** is the Shire of Dalwallinu's four year operating plan and outlines specific projects, programs and services to achieve each of the aspirational outcomes, community objectives and strategies contained within the Shire's SCP.

The CBP aligns with the Shire's resourcing plans to demonstrate both the operational and financial capacity to achieve community outcomes over the medium term. As such, this **Workforce Plan** aligns with the CBP to ensure the workforce needs and limitations are addressed. The Workforce Plan is a resourcing strategy to coordinate the human resource requirements for delivering the Shire's operations.

The graphic below illustrates how the components of the Integrated Planning Framework fit together.

*Figure – Workforce planning as an element of integrated planning and reporting*

### Outcomes of community consultation for the SCP vision

Through the Shire's community consultation, residents identified a range of community priorities. Continuing from the vision of "building a future together", the Shire has developed the following aspirations across the four pillars of **environment, society, economy** and **civic leadership**. The community priorities under each pillar were examined to develop a community aspiration for each, as shown in the diagram below:

*SCP Goals*

Goal 1 – Community (Social):

To be a progressive and safe community with a high standard of living, valuing acceptance of all people.

Goal 2 – Sustainable Living (Economic):

To be a diverse and innovative economy with a range of local employment opportunities.

GOAL 3 – Environment:

To have a balanced respect for our environment and heritage, both natural and built.

GOAL 4 – Civic Leadership (Governance)

To work together as custodians for now and the future.

**What is a Workforce Plan?**

At its highest level, workforce planning is the process of identifying an organisation's human resource requirements and developing plans to ensure those requirements are satisfied. A workforce management plan is the foundation upon which other human resource management activities (i.e. recruitment, selection, induction, training, and retention) are built, and links these strategies to the organisational goals. Based on all the work that has been done to capture the organisational goals via the **Strategic Community Plan (SCP)** and **Corporate Business Plan (CBP)** as outlined in the previous pages, the Shire of Dalwallinu's Workforce Plan aligns with these documents to ensure the workforce needs and limitations are addressed.

This plan is a resourcing strategy to coordinate the human resource requirements for delivering the Shire's operations. It provides a strategic basis for making human resource decisions, allows change to be anticipated, and provides approaches for addressing present and anticipated workforce issues.

There are a number of approaches to workforce planning, and the approach used at the Shire, guided by the Department of Local Government, covers the following elements:

**Analysis of Internal and External Environment and Workforce**

A workforce analysis helps the Shire understand the current internal workforce through a range of metrics. The external analysis assists in the understanding of community demographics, and how they compare to the internal Shire workforce, where possible. It also aids an understanding of the quantity and quality of available resources in the community and any challenges in accessing these resources.

**Workforce Implications of the SCP and CBP**

The actions the Shire plan to take in response to the SCP and CBP have multiple workforce implications. The Shire has analysed where their gaps lie in terms of workforce in order to achieve these outcomes.

**Strategies to Meet Future Workforce Needs**

Planning and designing specific programs, projects and initiatives that will enable the Shire to develop and maintain a workforce capable of delivering upon the objectives.

**Monitoring and Evaluation**

Monitoring and evaluating determines the effectiveness, efficiency and appropriateness of the workforce planning strategies and activities. The current workforce plan illustrates how the Shire plans on monitoring and evaluating its performance, and in future years will report on these metrics.

**Analysis of Internal and External Environment and Workforce**

The Shire of Dalwallinu has experienced growth of 2.07% in population numbers since the last 2011 Census. The population of the Shire at the 2016 Census was 1,429 persons. The Shire of Dalwallinu would be one of the only rural Shires that has experienced any population growth.

To meet the needs of our community, the Shire will focus on providing infrastructure, services, facilities and programs in a timely, cost effective and sustainable manner. A key component of providing these items will be our workforce.

To understand the workforce needs of the organisation in the future, it is important to understand where we are now. To assist in this process, a review of the internal workforce and external environment demographics has been undertaken.

**Staff Satisfaction Survey**

In July 2017, a staff satisfaction survey was distributed to all permanent staff. 39 were distributed and 27 were returned achieving a 69.23% response rate. (*No survey completed by Chief Executive Officer and two casual employees*)

A full overview of the survey results is attached as Appendix A.

These results will be used as a benchmark for future bi-annual surveys of all staff.

### Age – Gender Profile

The current age statistics for Shire of Dalwallinu employees (permanent and casual) are as follows:

4.76% are in the category of 24 and under;
14.29% are 25-34 years;
16.67% are 35 – 44 years;
30.95% are 45 – 54 years;
23.81% are 55 – 64 years;
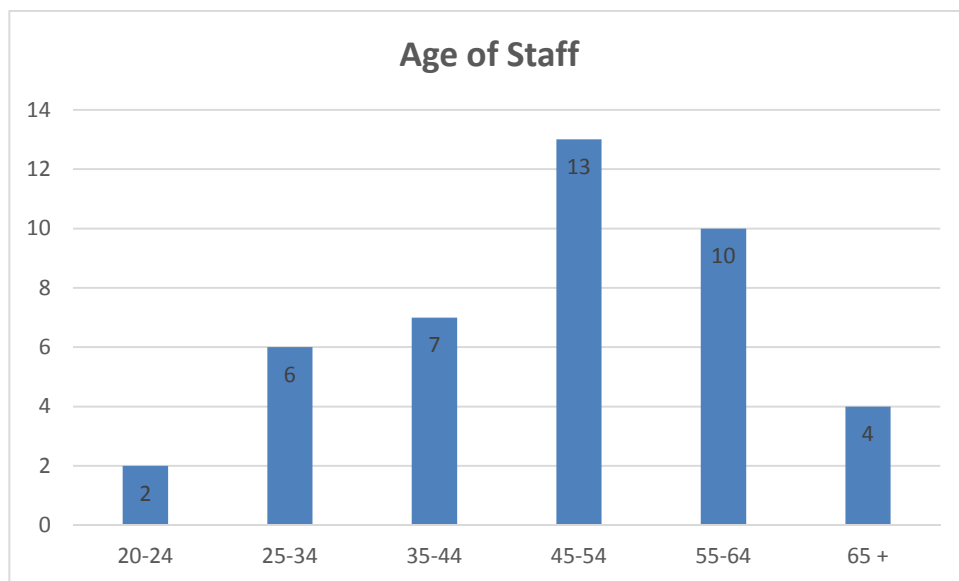9.52% are 65 plus years



*Table – Age Analysis of Staff*

It will be important that the Shire has training, development and succession planning to support younger age groups develop the right skills and competencies for leadership roles in the future. This also requires a fundamental shift within the existing leadership culture and recruitment practices, to encourage consideration and appointment of younger, but equally suitable employees, into leadership roles.

It will also be important that the Shire develop programs that engage and retain youth within the Shire of Dalwallinu, and conversely look at options of retaining employees who are due to retire in the coming years.

Given the age of current Shire staff it will be important that mature employees (i.e. 60 years and over) who undertake a critical role within the Shire and are identified as positive role models for supporting a succession planning process, are provided options to support them to continue to work at the Shire, whilst their corporate knowledge is passed onto other employees through a planned approach.

The Shire of Dalwallinu community profile indicates that 24% of residents are 15 - 34 years, which provides the Shire with potential future employees. It will be critical that

the Shire is able to engage with the youth in the community and promote the opportunities of working in Local Government.

### *Years to Retirement*

When reviewing the data for Shire of Dalwallinu employees, it is clear that 30% of staff are eligible to retire in the next 10 years.

*Table – Years to Retirement across Organisation*

| Years to Retirement | Employees |
|---|---|
| 0 | 9.52% |
| 1 to 10 | 23.81% |
| 11 to 20 | 30.95% |
| 21 to 30 | 16.67% |
| 31 to 40 | 14.29% |
| 40 + | 4.76% |

Given the above, it will be important that the Shire has in place effective succession planning strategies to ensure there is a pool of future leaders within the organisation. It will also be important to look at phased retirement options, part-time work and the effective on boarding of youth (and all new employees) to ensure the skills of the retiring employees are not lost when they leave the organisation.

To assist in this process the development of an ageing workforce strategy will be important and will provide support to staff as they progress towards retirement.

### Gender Profile

An important fact to note is the large majority of senior employees are male. In 2017 75% of managers (including CEO and DCEO roles) are male, compared to the overall total split being 52% males and 48% female for the Shire.

*Figure – Gender by organisational unit*

**Staff Numbers**

| Unit | M | F |
|------|---|---|
| CEO | 1 | 6 |
| F&A | 1 | 8 |
| W&S | 17 | 2 |
| R&C | 3 | 4 |
| Total | 22 | 20 |
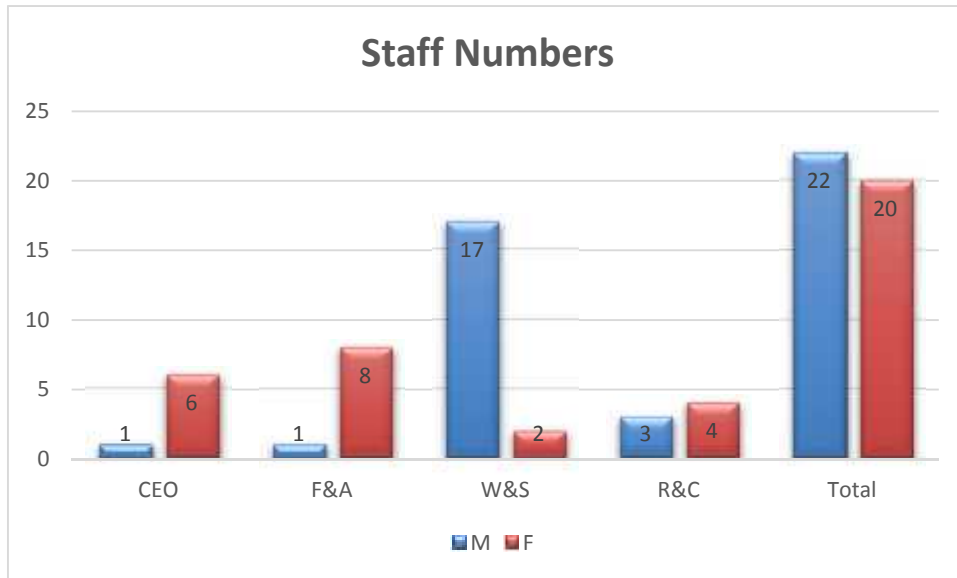
### Staff Tenure

The majority of the staff (45%) have an employment tenure of between 1-5 years.

**Staff Tenure**

| Tenure | Count |
|--------|-------|
| Less than 1 | 5 |
| 1-2 | 10 |
| 3-5 | 9 |
| 6-10 | 8 |
| 11-15 | 5 |
| 16-20 | 3 |
| 21+ | 2 |
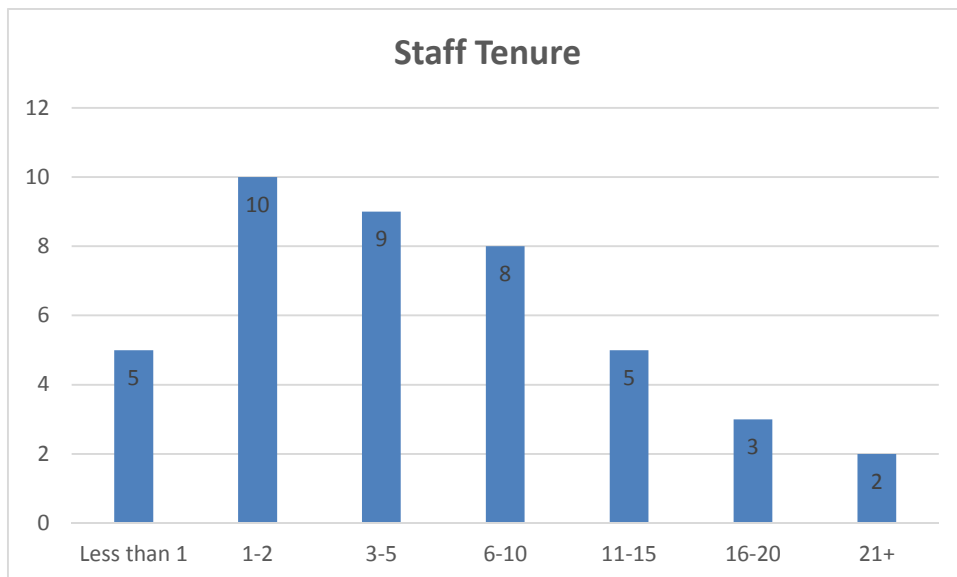
### Employment Status

The majority of employees are employed on a permanent full time basis (83.33%) with (11.90%) employed on a permanent part time and (4.76%) on a casual basis. Casual positions are aligned to operations that fluctuate due to seasonal operations and leave cover.

*Figure – Employment Status of employees at Shire of Dalwallinu*
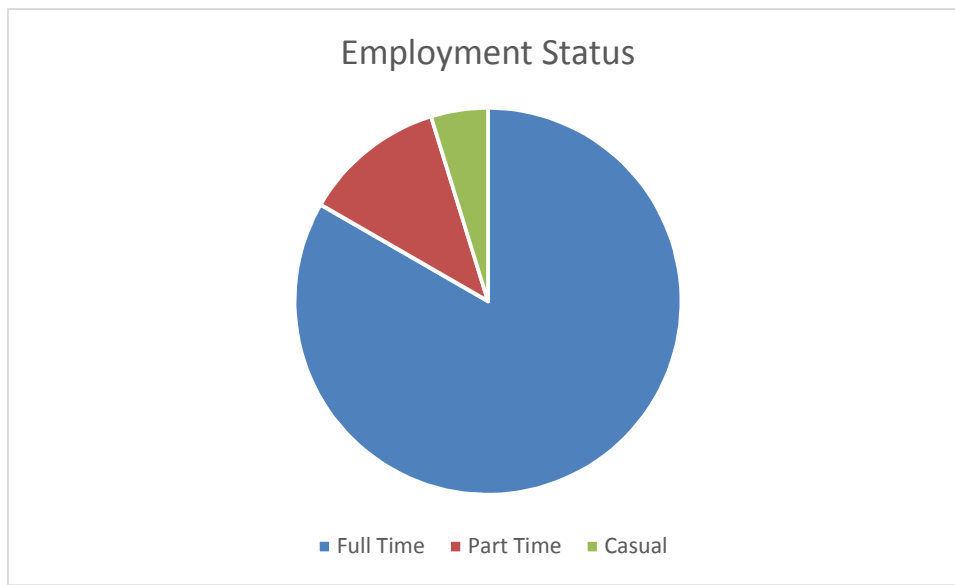


### Industry of Employment Profile

When considering the industry of employment of the Shire's residents the majority are working in the agricultural, manufacturing or education industry.

The areas in high demand at the Shire of Dalwallinu and the main industries for turnover which requires ongoing recruitment are administration and support services, and professional and public administration industries. Only 4% of overall Shire residents work in these industries. Potentially, this means future employees will need to be attracted from outside the Shire. The Shire will need to look at specific strategies to attract potential employees and retain them once commenced. Amenities to encourage non-residents to the area include childcare and crèche facilities, flexible working arrangements, provision of housing and close access to health facilities and recreation centres to support health and wellbeing.

Other industries that are most common at the Shire are healthcare, wholesale and retail (which includes the combined recreation centres in Dalwallinu and other towns) and other support services which include transport, accommodation and food services.

*Figure – Percentage of Shire of Dalwallinu Residents by Industry*

**Industry Employment across the Community**
**(Percentage )**
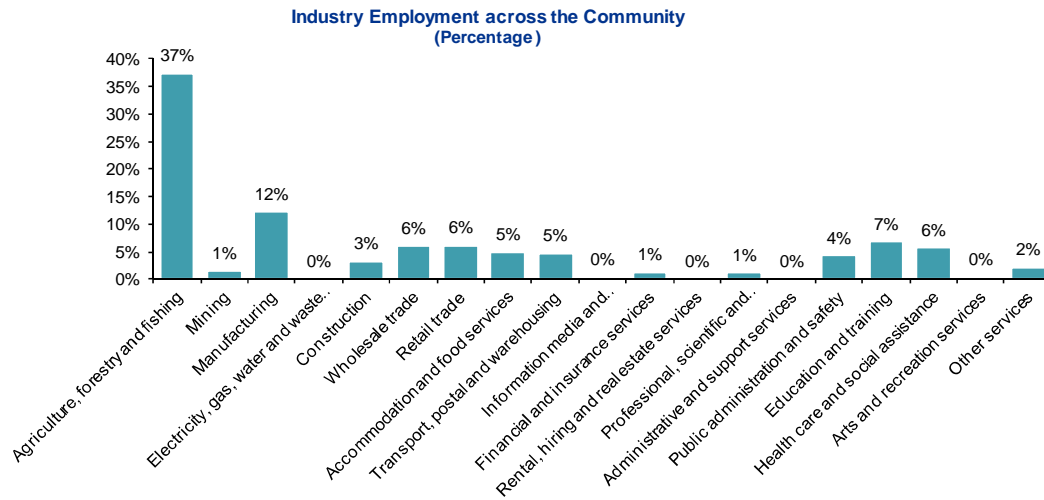


*source: Australian Bureau of Statistics 2011*

### *Level of Education*

When looking at the education levels of residents, the large majority (over 47%) have a certificate III or IV which would support the industry of employment statistics detailed on the previous page. Over 37% have a Bachelor Degree or Advanced Diploma or Diploma. Less than 7% of residents have a Postgraduate Degree or Graduate Diploma or Certificate.

*Figure – Percentage of Shire of Dalwallinu residents' maximum attained level of education*

**Educational Attainment across the Community**
**(Persons)**
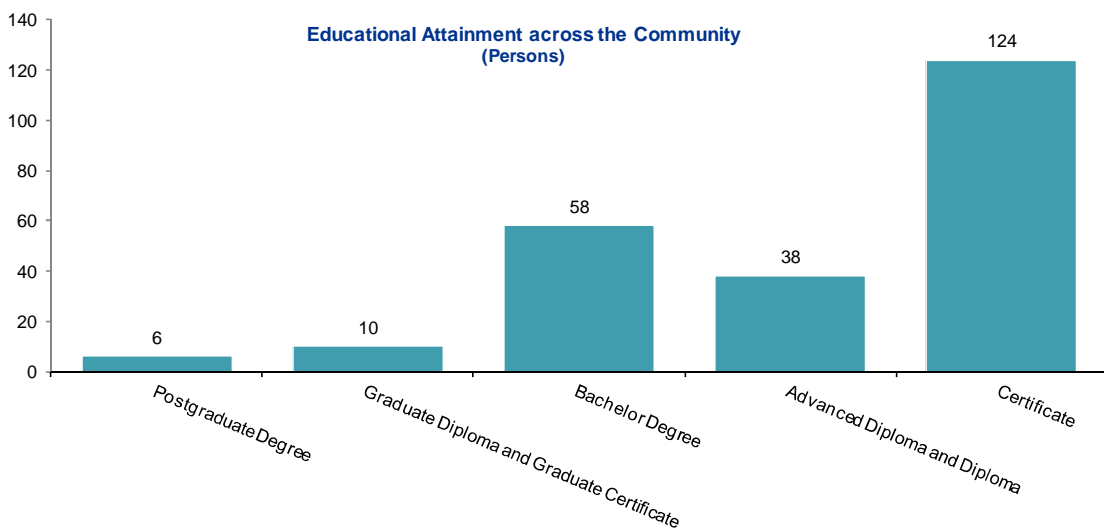


*source: Australian Bureau of Statistics 2011*

## Turnover

It is clear that turnover over the past 5 years has remained steady at around 22%.

*Figure – Staff turnover by financial year*

**Turnover by Financial Year**
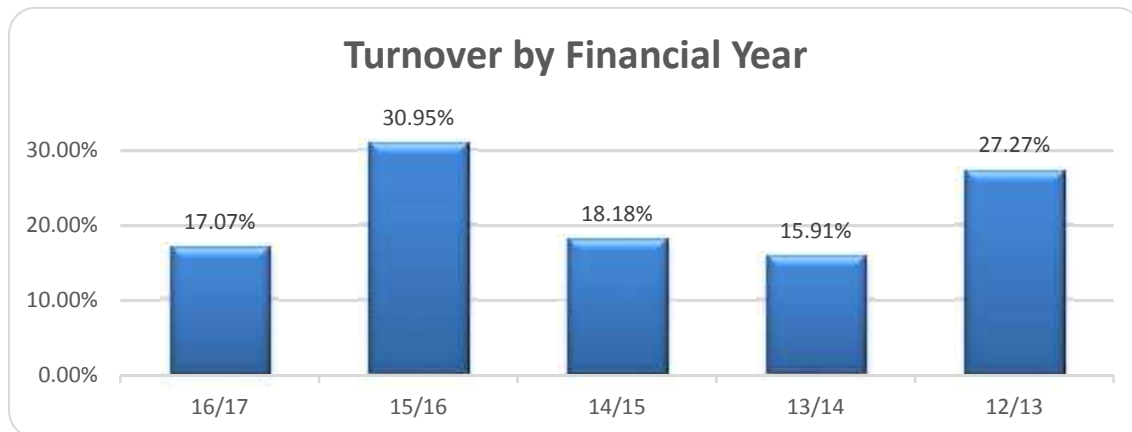


It is interesting to note that there has been a change of why people are leaving the Shire. Previously a significant amount of turnover related directly to employees gaining other employment, however over the past two years, this has reduced significantly and turnover for other reasons is now the main reason. Turnover for other reasons includes, contract expiry, workers compensation settlements, parental leave and retirement.

The turnover by age statistic indicates that over 23% of the Shire's turnover is due to employees under 30 leaving the Shire, over the past 5 years.

Turnover in the other age brackets has also remained fairly consistent with each bracket averaging around 15% turnover, with the 50-59 years age group having the highest turnover at over 30% during the same period.

It will be important for the Shire to consider youth attraction and retention strategies to reduce the amount of turnover in the 29 years and below category. Whilst a review of this turnover indicates that a number of people left the Shire following short term casual employment, a large number left for employment elsewhere, which is something that the Shire needs to address.

### Additional Comments on External Environment

In the data analysis above, the external environment is discussed in most sections as it compares to the Shire workforce metrics. The Shire of Dalwallinu faces the similar environment as many local governments in Western Australia.

Some considerations:

) Working in a local council is not necessarily considered a highly desirable career ambition for many younger people. The Shire may wish to consider its approach towards recruitment and how it markets itself to better engage with the local youth,

and promote the many benefits and career opportunities that exist by working for a key local organisation. This statement would also be true for all age groups (i.e. how the Shire recruits and markets itself to all age groups within the local community).

) The Shire's recruitment strategy should be geared towards both internal promotions with this seen as a positive opportunity for existing staff to help retain locally recruited talent.

) Externally the Shire can strengthen its profile with local students early in their studies; there is a real potential opportunity to capture some of the best local youth both whilst they study (as trainees) once they graduate.

### *Identification of Gaps between Internal / External Environment*

There are potential future gaps that exist in the organisation as the Shire embarks on growth in the future (for example, increased training and development for younger demographics, planning for an ageing workforce, etc.). Although there hasn't yet been a structured gap analysis or talent management plan developed, nor the introduction of a clear succession plan for leadership and critical roles; the Shire is positioning itself to address the issues within the immediate future.

The Shire's approach is to ensure there is a pro-active effort towards addressing future gaps. This includes clear assignment of 'ownership by senior staff', regarding the development and implementation of essential (human resource) systems that are required to prepare for and address the future gaps in employment. Senior staff have been assigned, and will be held accountable for developing contemporary systems within:

) Recruitment and Selection;

) On-boarding and Induction;

) Remuneration and Benefits;

) Workforce Planning;

) Employee Development (incorporating traineeships; talent management and succession planning; recognition & reward etc);

) De-selection and Removal (i.e. management of non performing employees or those who are unable to demonstrate commitment to the Shire's values);

) Industrial Relations;

) Employee Support (including health and wellness, and ageing workforce programs);

) Effective change management practices.

An important element of effectively implementing these initiatives is ongoing leadership development, incorporating senior staff members. This is a significant first step towards

introducing succession planning, holding leaders accountable for performance management and for developing members within their teams.

The Shire seeks to develop systems that will ensure it is an exciting; engaged; and futuristic place to work, and that it has practical support for work/life balance and career opportunities for current and future employees.  The Shire is focused in its endeavours to promote and attract only the best possible people.

For senior positions that are more difficult to recruit, more junior appointments may be made, with support provided for internal development until they are capable at operating at a senior level and encouraged to apply for promotion.

**Current Organisational Structure**

The following shows the current structure of the Directorates and Service Units at the Shire of Dalwallinu.

*Figure – Organisational Structure – Shire of Dalwallinu*

```
                    ┌─────────────────┐
                    │  Chief Executive │
                    │     Officer      │
                    └─────────────────┘
        ┌───────────────┬───────────┴────┬───────────────┐
┌───────────────┐ ┌───────────┐ ┌───────────┐ ┌───────────┐
│ Finance and   │ │Regulation │ │ Works and │ │ Office of │
│ Corporate     │ │ Services  │ │ Services  │ │  the CEO  │
│ Services      │ │           │ │           │ │           │
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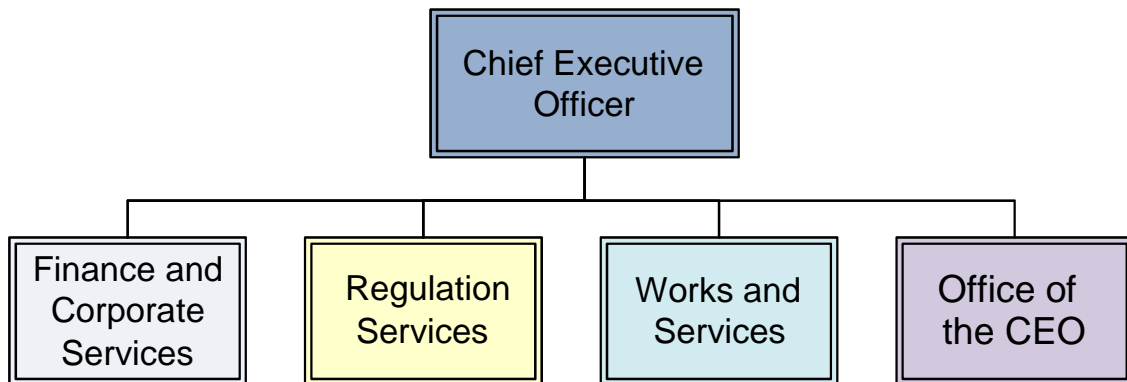
The Shire acknowledges that it is growing and the structure of the Shire needs to be flexible and responsive to this growth. In response, the Shire has budgeted in the coming years to review its workforce to ensure it is able to meet anticipated growth, as well as ensure it is resourced to an adequate level to successfully achieve the outcomes of the Strategic Community Plan and commitments made through community consultation. In planning for the future growth, the Shire is also taking a corporate approach and strategic view of analysing current services to ensure only those services which are core to its business as a local council, should be approved or continue in the future.

Although restructuring the Shire's organisational structure can be an effective solution for some issues, the Shire does also recognise there is a critical need to adjust work processes, practices, and systems for improved effectiveness and efficiency. Much work needs to be done in the coming years to enable the Shire to move away from paper-intensive and manual processes.

The Shire has committed to develop an information and communications strategy to determine systems requirements and conduct a 'stock-take' of all corporate systems that require priority focus over the next few years to ensure the potential efficiencies, and need for increased corporate governance compliance, are realised.

## Workforce Implications of the SCP and CBP

As discussed this Workforce Plan is a key input document to the Integrated Planning and Reporting Framework. Given the projected growth of the Shire and the community expectations outlined in the SCP, there will be constant pressure on staff to deliver the CBP objectives. Workforce planning at the Shire is essential in order to map out the staffing requirements and the strategies required over the medium term to address this.

### *Analysis of gaps, issues, risks which have workforce implications*

Many of the objectives that support the aspirations of the community require the Shire to respond and take action. Many projects are planned in the next four years that will support the achievement of these objectives. However, the increase in work that is required to deliver on these projects will put pressure on an already busy organisation and workforce. In order to deliver the projects and business-as-usual local government services, the workforce of the Shire is projected to increase over the next 4 years. However, the increased workload cannot only be addressed by increasing the Shire's workforce full time equivalent (FTE) staff numbers – it must also adjust a combination of changing skills and competencies, as well as introduce increased efficiency and business systems to support that increase in efficiency.

Based on the community needs of the Shire, there are potential workforce issues that must be addressed in the coming years. The Shire should identify areas where it can more effectively utilise information technology to improve efficiencies.  The Shire had previously implemented EFT payments and electronic banking to reduce high volume time and paper intensive processes.  Since the first workforce plan, additional efficiencies have been implemented including greater use of credit cards for small low cost items, the use of iPads/smart phones and improvements to the Shire's asset management system.

### *Research and Development of Improved Corporate (Administrative) Systems*

One of the highest risks and challenges for the Shire to meet its future operational needs, (whilst working within a realistic workforce FTE) will be the recruitment and/or development of employees to review the existing practices and introduce new more efficient solutions.  This needs to be balanced by finding capacity to focus on efficiency improvement whilst continuing to respond to business as usual (BAU). The Shire currently does not have employees or FTE to dedicate to this work, with the specialist skills that are required to research, analyse and introduce meaning efficiencies where they have the most impact.

Equally, once the systems are developed and ready for implementation, it will require skilled and dedicated employees to initially train the other employees within the business;  provide ongoing advice and support; and to ensure actual implementation of those systems, and ongoing compliance monitoring.

Consideration should be given to additional housing being built specifically to house future employees. To gain the best applicants for positions accommodation would be one of the incentives required to offer potential candidates.

### Project Management Capabilities

The Shire has budgeted for capital works projects that it currently cannot resource or achieve without additional grant funding or funding from other sources.

The Shire therefore needs to focus upon recruiting and/or developing its leadership and certain critical roles, with high-end project management capabilities.

### Governance and Legislative Compliance

There is an increasing need for local government employees, at all levels, to have more understanding and awareness of governance and legislative compliance requirements. This is nowhere more evident than safety compliance.

Again, future recruitment and promotional practices for all employees, but particularly the appointment to leadership roles, must have a focus upon building a safety culture through training and awareness.

To address the current gap and risk, the Shire has commenced funding an Occupational Safety and Health training. This will include reviewing all safety systems across the Shire; for co-ordinating safety training across all positions across the Shire; and reviewing and addressing our current compliance risks. The intent is that safety will be embedded into the business through the development of a safety culture in all employees but especially those within a leadership role.

The Shire acknowledges the need for improved compliance reporting across a range of activities including safety, procurement, misconduct, etc. and has commenced a process of developing a 'training matrix'. This process entails working across the business to collate a capabilities matrix for all positions, to ensure the Shire's future training calendar adequately responds to the Shire's compliance needs, especially as it relates to safety. Again however, this will require significant future investment in training, which the Shire is preparing for by developing learning packages for mandatory compliance training, and auditing all other training to identify cost efficiencies in regards to procuring expert training providers and contractors through a more coordinated approach.

The Shire has undertaken a comprehensive workforce risk assessment to identify, prioritise, and plan mitigation actions.

## Critical positions / groups

A position may be deemed critical:

❶ If it drives the delivery of a future vision;

✶ If the required skills are extremely difficult to sources / replace; and

♦ Where critical corporate knowledge is held solely by an individual in a particular position.

## Overall risk level ratings

| Risk level | Insignificant | Minor | Moderate | Major | Catastrophic |
|---|---|---|---|---|---|
| Almost certain | Significant | Significant | High | High | High |
| Likely | Moderate | Significant | Significant | High | High |
| Possible | Low | Moderate | Significant | High | High |
| Unlikely | Low | Low | Moderate | Significant | High |
| Rare | Low | Low | Moderate | Significant | Significant |

## Risk rating definitions

| Rating | Definition |
|---|---|
| High | Control is critical.  Requires immediate action as the potential could be devastating to the organisation. If it cannot be reduced from **High**, management must provide continuing assurance that due diligence systems are in place so that appropriate corporate governance processes can be demonstrated to be in operation |
| Significant | Active monitoring. Requires action as it has the potential to be damaging to the organisation. Ensure system and process controls are such that the risk is as low as is reasonably practicable and that due diligence systems are established so that appropriate corporate governance processes can be demonstrated to be in operation |
| Moderate | Periodic monitoring. Allocate specific responsibility and implement monitoring or response procedures. Treatment includes periodic monitoring to ensure that the residual risk rating does not increase over time. Residual risk rate impacted by availability of potential applicant / employee pool. Ensure that management system controls risk. |
| Low | Acceptable risk. Review consequences and likelihood and manage through routine procedures. Consider excess of redundant controls. |

| POSITION REPLACEMENT RISK ASSESSMENT | | | | | |
|---|---|---|---|---|---|
| Position Details | Catastrophic | Major | Moderate | Minor | Insignificant |
| Chief Executive Officer, three year contract, expires 27/11/2019 – significant loss of corporate and legislative knowledge, highly skilled and difficult to replace | | ✓ | | | |
| Deputy Chief Executive Officer, two year contract, expires 19/9/18 – significant loss of corporate knowledge, highly skilled and difficult to replace | | ✓ | | | |
| Manager Regulation & Development Services, five year contract, expires 31/08/2020 – significant loss of corporate knowledge, highly skilled and difficult to replace. | | ✓ | | | |
| Manager Works & Services, five year contract, expires 27/11/2021 – specialised area, shortage within the industry, highly skilled and difficult to replace. | | ✓ | | | |
| Strategic Projects & Marketing Officer – specialised area | | | ✓ | | |
| Works Supervisor – specialised area, shortage within industry | | | ✓ | | |
| Executive Support Officer – corporate and legislative knowledge no formal qualification required | | | ✓ | | |
| Accountant – specialised area, shortage within the industry, can be covered by DCEO | | ✓ | | | |
| Finance/Rates Officer – specialised area, shortage within the industry | | ✓ | | | |
| Payroll/Creditors Officer – specialised area, shortage within the industry | | ✓ | | | |
| Customer Service Officer – Cashier, corporate knowledge, back up staff available | | | ✓ | | |

| POSITION REPLACEMENT RISK ASSESSMENT | | | | | |
|---|---|---|---|---|---|
| **Position Details** | **Catastrophic** | **Major** | **Moderate** | **Minor** | **Insignificant** |
| Asset Management Officer – specialised area, back up for front counter, can be covered by Accountant/DCEO | | | ✓ | | |
| Library/DDC Officer – loss of corporate knowledge | | ✓ | | | |
| Support Officer – Works & Services/Regulation & Community Services – new position | | | | ✓ | |
| Community Support Officer – new position | | | ✓ | | |
| Building Maintenance Officer – specialised area | | | ✓ | | |
| Caravan Park caretaker – no formal qualifications, lot of interest in position | | | | ✓ | |
| Swimming Pool Manager – specialised area, qualifications required, shortage within the industry | | ✓ | | | |
| Cleaners | | | ✓ | | |
| Leading Hand/Grader Operator– skilled position, supervisor skills required | | | ✓ | | |
| Supervisor Parks and Gardens – skilled position, supervisor skills required | | | ✓ | | |
| General Hands – Road Construction | | | | ✓ | |
| General Hands – Road Maintenance | | | | ✓ | |
| General Hands – Town Parks & Gardens | | | | ✓ | |
| Mechanic – skilled position, shortage within the industry | | ✓ | | | |
| General Practitioner – highly skilled position, qualifications required | | ✓ | | | |
| Practice Nurse – specialised area, qualifications required | | | ✓ | | |

| POSITION REPLACEMENT RISK ASSESSMENT | | | | | |
|---|---|---|---|---|---|
| **Position Details** | **Catastrophic** | **Major** | **Moderate** | **Minor** | **Insignificant** |
| Practice Manager – loss of corporate knowledge | | | ✓ | | |
| Medical Receptionists – loss of corporate knowledge | | | ✓ | | |

**Strategies to Meet Future Workforce Needs**

*Workforce Planning through 2017/18 and beyond*

The Shire recognises that workforce planning is a key component to delivering business-as-usual services as well as the CBP projects.

Two separate processes were utilised to quantify the full workforce requirements. The first process uses growth assumptions for each current Shire service to forecast staff required to deliver "business-as-usual" operations to the Shire's community. This process and associated FTE count is detailed in the following pages.

The second process involves estimating the FTEs required to deliver the operating projects that are the outcomes of the SCP and CBP.

It is believed that with the additional staff included in the projections both the business as usual services and the CBP projections will be adequately staffed.

*Business-As-Usual and CBP Workforce Projections*

The Shire's management team developed the workforce planning projections by analysing the services (both internal and external) that it provides and estimated the FTE required to deliver the current level of service over the next four years. Critical in these estimations is the effort to ensure compliance with statutory requirements and addressing any areas where compliance is currently difficult to achieve. The following tables detail workforce projections by service area.

*Table – FTE forecast – Office of the Chief Executive Officer*

| OFFICE OF THE CEO | | | | | | |
|---|---|---|---|---|---|---|
| **Position** | **Financial Year** | | | | | |
| | **Current** | **2017/18** | **2018/19** | **2019/20** | **2020/21** | **Total** |
| Chief Executive Officer | 1.0 | 0 | 0 | 0 | 0 | 1.0 |
| Executive Support Officer | 1.0 | 0 | 0 | 0 | 0 | 1.0 |
| Strategic Projects & Marketing Officer | 1.0 | 0 | 0 | 0 | 0 | 1.0 |
| Community Support Officer | 0 | 1.0 | 0 | 0 | 0 | 1.0 |
| Medical Services | 3.93 | 0 | 0 | 0 | 0 | 3.93 |
| | **6.93** | **1.0** | **0** | **0** | **0** | **7.93** |

Activities conducted under the Office of the Chief Executive Officer include but are not limited to:

*Organisation Leadership*          *Councillor Relationships*

*Governance & Compliance*          *Strategic Planning & Projects*

*Special Projects & Marketing*          *Community Support*

*Medical Services*          *Human Resource Management*

In 2017/18 it is proposed to employ a Community Support Officer. The main role of this position will be to co-ordinate events, youth programs and aged services (including driving the Age Friendly Plan). This role will also be a conduit between Council and the community/sporting groups and to assist those groups with small grant applications and to develop user agreements for Council facilities.

No other new positions are anticipated for the Office of the Chief Executive Officer during the next four years.

*Table – FTE forecast – Finance and Corporate Services*

| FINANCE & ADMINISTRATION SERVICES | | | | | | |
|---|---|---|---|---|---|---|
| **Position** | **Financial Year** | | | | | |
| | **Current** | **2017/18** | **2018/19** | **2019/20** | **2020/21** | **Total** |
| Deputy Chief Executive Officer | 1.0 | 0 | 0 | 0 | 0 | 1.0 |
| Accountant | 0.84 | 0 | 0 | 0 | 0 | 0.84 |
| Finance/Rates Officer | 1.0 | 0 | 0 | 0 | 0 | 1.0 |
| Payroll/Creditors Officer | 1.0 | 0 | 0 | 0 | 0 | 1.0 |
| Asset Management Officer | 1.0 | 0 | 0 | 0 | 0 | 1.0 |
| Customer Service Officer | 2.0 | 0 | 0 | 0 | 0 | 2.0 |
| Caravan Park Caretaker | 1.0 | | | | | 1.0 |
| DDC Co-ordinator | 1.0 | 0 | 0 | 0 | 0 | 1.0 |
| | **8.84** | **0** | **0** | **0** | **0** | **8.84** |

Activities conducted under Finance & Administration Services include but are not limited to:

| | |
|---|---|
| *Audit & Risk Management* | *Asset Management* |
| *Budget Management* | *Council Reporting* |
| *Customer Service* | *Financial Management* |
| *Governance* | *Information Management* |
| *Property Administration* | *Library Services* |
| *Records Management* | *Vehicle Licencing* |
| *Tourism* | *Caravan Park operations* |

No new positions are anticipated for Finance & Administration Services during the next four years.

*Table – FTE forecast – Works and Services*

| WORKS & SERVICES | | | | | | |
|---|---|---|---|---|---|---|
| **Position** | **Financial Year** | | | | | |
| | **Current** | **2017/18** | **2018/19** | **2019/20** | **2020/21** | **Total** |
| Manager Works & Services | 1.0 | 0 | 0 | 0 | 0 | 1.0 |
| Works Supervisor | 1.0 | 0 | 0 | 0 | 0 | 1.0 |
| Leading Hand/Grader Driver | 1.0 | 0 | 0 | 0 | 0 | 1.0 |
| General Hands – Town Crew | 6.0 | 0 | 0 | 0 | 0 | 6.0 |
| General Hands – Road Construction Crew | 4.0 | 0 | 0 | 0 | 0 | 5.0 |
| General Hands – Road Maintenance Crew | 5.0 | 0 | 0 | 0 | 0 | 5.0 |
| Support Officer | 0 | 0.21 | 0 | 0 | 0 | 0.21 |
| Mechanic | 1.0 | 0 | 0 | 0 | 0 | 1.0 |
| | 19 | 0.21 | 0 | 0 | 0 | 19.21 |

Activities conducted under Works & Services include but are not limited to:

*Cemetery Maintenance*              *Refuse Collection*

*Footpaths*                         *Town Sewerage system*

*Town Maintenance*                  *Road Construction*

*Road Maintenance*                  *Workshop Operations*

*Fleet Management*                  *Asset Management*

In 2017/18 it is proposed to employ a Part Time Support Officer. This position is proposed to be 8 hours per week. The Officer will be shared with the Manager Regulation & Development Service The main objective of this position will be to provide support to the Manager Works & Services/Works Supervisor, including recording of daily pre starts, coordinating plant/fleet requirements, preparation of purchase orders, recording and follow up of works requests and to assist with the development of OSH plans and procedures.

*Table – FTE forecast – Regulation & Community Services*

| REGULATION & COMMUNITY SERVICES | | | | | | |
|---|---|---|---|---|---|---|
| **Position** | **Financial Year** | | | | | |
| | **Current** | **2017/18** | **2018/19** | **2019/2020** | **2020/21** | **Total** |
| Manager Regulation & Development Services | 1.0 | 0 | 0 | 0 | 0 | 1.0 |
| Pool Manager | 1.0 | 0 | 0 | 0 | 0 | 1.0 |
| Cleaner | 1.82 | 0 | 0 | 0 | 0 | 1.82 |
| Building Maintenance Officer | 1.0 | 0 | 0 | 0 | 0 | 1.0 |
| Support Officer | 0 | 0.21 | 0 | 0 | 0 | 0.21 |
| | **4.82** | **0.21** | **0** | **0** | **0** | **5.03** |

Activities conducted under Regulation & Community Services include but are not limited to:

*Asset Management*  *Building Maintenance*

*Cleaning Services*  *Building/Planning/Health Services*

*Swimming Pool Operations*  *Building/Planning/Health Compliance*

In 2017/18 it is proposed to employ a Part Time Support Officer. This position is proposed to be 8 hours per week. The Officer will be shared with the Manager Works & Services. The main objective of this position will be to provide support to the Manager Regulation & Development Services including filing, follow up building/planning application information, preparation of purchase orders, recording and follow up of works requests and to assist with the development of OSH plans and procedures.

### Shire Total Workforce Projections

This projection constitutes the required FTE to deliver projects identified in the CBP and to maintain services.

*Table – Shire of Dalwallinu total FTE projection*

| SHIRE of DALWALLINU | | | | | | |
|---|---|---|---|---|---|---|
| **Organisational Unit** | **Financial Year** | | | | | |
| | Current | 2017/18 | 2018/19 | 2019/20 | 2020/21 | Total |
| Office of the CEO | 6.93 | 1.00 | 0 | 0 | 0 | 7.93 |
| Finance and Corporate Services | 8.84 | 0 | 0 | 0 | 0 | 8.84 |
| Works and Services | 19.00 | 0.21 | 0 | 0 | 0 | 19.21 |
| Regulation & Community Services | 4.82 | 0.21 | 0 | 0 | 0 | 5.03 |
| | **39.59** | **1.42** | **0** | **0** | **0** | **41.01** |

The FTE projections for operations show that the Shire is expected to grow from 39.59 to 41.01 FTE by 2020/21, an increase of 3.58%.

### Link to Financial Plan

Given the anticipated increase in FTE numbers, the Shire's salary budget will also increase. The impact of this forecast increase will be modelled in the Shires long term financial plan (LTFP) for affordability over a ten year horizon. This is reviewed and aligned with the Shire's Annual Budgeting process and takes into account various assumptions such as salary increases, cost of living increases, etc.

*Financial Analysis*

Gross salaries and wages for the Shire of Dalwallinu comparison since the 2012-2013 financial year.

| Financial Year | Gross Salaries & Wages | #FTE | Increase % | Ave cost per FTE |
|---|---|---|---|---|
| 2012-2013 | 2,740,333 | 37 | 5.83% | 74,063 |
| 2013-2014 | 2,941,363 | 40 | 7.33% | 73,534 |
| 2014-2015 | 2,870,238 | 42 | -2.42% | 69,339 |
| 2015-2016 | 3,025,789 | 39 | 5.42% | 77,584 |
| 2016-2017 | 3,137,649 | 40 | 3.69% | 78,441 |

The following table is a comparison on the service ratio for staff to population of each Shire.

The table indicates that the Shire of Dalwallinu is well resourced for the community that it serves.

| LGA | #FTE | Population (Census 2016) | Service Ratio |
|---|---|---|---|
| **Dalwallinu** | **40** | **1,429** | **35.72** |
| Boyup Brook | 29 | 1,701 | 58.65 |
| Lake Grace | 33 | 1,268 | 38.42 |
| Nannup | 29 | 1,328 | 45.79 |
| Perenjori | 37 | 617 | 16.67 |
| Moora | 50 | 2,428 | 48.56 |
| Pingelly | 31 | 1,146 | 36.97 |
| Wongan Ballidu | 36 | 1,331 | 36.97 |

*Date sourced from Council Annual Reports and ABS Population Data*

### The Budget

Budget for new staff identified:

| New Staff Identified | 2017/18 | 2018/19 | 2019/20 | 2020/21 |
|---|---|---|---|---|
| Office of the CEO | $ | $ | $ | $ |
| *Community Support Officer (commencing Jan 2018)* | 30,396 | 63,112 | 64,375 | 65,662 |
| Regulation & Community Services | $ | $ | $ | $ |
| *Support Officer* | 10,880 | 11,098 | 11,320 | 11,546 |
| Works & Services | $ | $ | $ | $ |
| *Support Officer* | 10,880 | 11,098 | 11,320 | 11,546 |
| **TOTAL** | **52,156** | **85,308** | **87,015** | **88,754** |

*Cost estimates include, salary, superannuation and workers compensation insurance*

### *Strategies to Meet Future Requirements and Service Delivery*

As indicated previously, the Shire will need to take a more strategic focus upon reviewing and developing priority efficiency initiatives. Systems and processes will need to be addressed to support the Shire to achieve its objectives whilst ensuring it is financially sustainable over the following four years.

A number of strategies have been developed to support the Shire attract and retain its staff in the coming years. The following pages outline a number of the systems and strategies proposed for implementation.

*Table – Workforce planning strategies*

| **RECRUITMENT AND SELECTION** | | | |
|---|---|---|---|
| | REVIEW | OUTCOME | TIMEFRAME FOR IMPLEMENTATION |
| 1 | Policy, Procedures | A fair, equitable and transparent recruitment process that is free from bias and nepotism.<br><br>Improved flexibility to direct appoint for short durations (less than six months) to meet project management and urgent and/or specialised operational requirements. | Ongoing<br><br>Closely associated people removed from employment process. |
| 2 | Marketing and submission of applications strategy | Use of contemporary AND efficient online systems to promote vacancies and receive applications.<br><br>Reduction in media advertising costs and paper based processing. | Ongoing<br><br>Size of advert reduced and directing prospective employees to website for further information |
| 3 | Training and education provided to all leaders | Most suitable person is appointed, and encourages and genuinely considers applications from youth; and people with disabilities, or those meeting EEO and diversity guidelines. | Ongoing |

| ON BOARDING AND INDUCTION | | | |
|---|---|---|---|
| 4 | Introduction of Guidelines to support leaders to provide an effective 12 month on boarding experience | Improved retention of the right people (reduced turnover during the first 12 months of appointment). Effective use of the probation process to exit those incorrectly appointed, and ensures budgeted FTE is only allocated to the best people for the position. | Ongoing |
| 5 | Training and education to leaders on effective use of probation process, and practices to retain the best people. | Effective leadership practices to retain the best people. Improved morale by not employing or keeping inappropriate appointees. | Ongoing |
| 6 | Improved systems to streamline the appointment process, and develop new staff to work to the best of their abilities | High performing staff appointed. | Ongoing |
| 7 | Comprehensive induction | Completion of the Training Matrix to ensure the appointee has access to essential training and development, and is provided with the necessary knowledge to meet local government compliance requirements. | Ongoing. Actioned & reviewed during annual performance reviews |

| REMUNERATION AND BENEFITS | | | |
|---|---|---|---|
| 8 | Introduction of flexible work/life balance practices, and provision of education to leaders. | Ensure leadership practices support the application of work/life balance, whilst still ensuring the operational needs of the business and team members are met. | Ongoing Accessed on case by case basis |
| 9 | Review of the existing Recognition and Reward program to ensure it encourages and rewards high performance, innovation, and values based behaviours. | A transparent Reward and Recognition program that encourages every day leadership and peer acknowledgement of positive work practices and values based behaviours. Attraction and retention of the right employees. | 2017/18 |

| | | Availability and flexibility for the Shire to appropriately remunerate employees who are high performing; difficult to attract the necessary skills, or at risk of exiting the Shire. | Ongoing |
|---|---|---|---|

| **EMPLOYEE DEVELOPMENT** | | | |
|---|---|---|---|
| 11 | Introduction of a formal succession plan for leadership roles and positions identified as of risk (i.e. strategic roles that are hard to fill or recruit the required expertise) to the Shire | Plan established that clearly identifies the most suitable person to be developed as a successor to leadership roles and those at risk. Where a suitable successor is not available internally, a recruitment strategy is identified with a timeline for recruiting the correct person. Development plan is in place to support staff identified for succession to address any gaps in capabilities. | 2018/19 |
| 12 | Training Capabilities Matrix completed | Training and development budget and resources are focused on developing skills, capabilities, and knowledge identified as essential for the Shire to meet its current and future workforce plan. Training and education meets local governance compliance requirements. | 2017/18 |
| 13 | Review of the existing traineeship, apprenticeship program | Introduction of a traineeship program | 2018/19 |
| 14 | Review of the annual performance appraisal process | Current performance review forms to be reviewed for relevance and appropriateness. | 2017/18 |
| 15 | Introduction of new Policy relating to employees being able to purchase Shire owned Properties | This policy will enable employees to purchase the properties that they rent from the Shire encouraging them to remain in the Shire as an employee and new ratepayer.. | 2017/18 |

| DE-SELECTION & REMOVAL OF EMPLOYEES | | | |
|---|---|---|---|
| 16 | Review and implementation of a performance management system.<br><br>Training and development of leaders | Introduction of a fair, equitable, and transparent system for leaders to manage grievances, and the performance of employees.<br><br>Termination processes comply with Fair Work Australia and reduce risk to claims being lodged against the Shire. | 2017/18<br><br><br><br><br>Ongoing |
| 17 | Efficient resignation systems are established | Administrative processes related to the resignation process that captures exit interview information, and which encourages a proactive approach towards replacing the person is established. | Ongoing |

| INDUSTRIAL RELATIONS FRAMEWORK | | | |
|---|---|---|---|
| 18 | Future negotiated Industrial Agreements meet the future growing and changing needs of the Shire | Future negotiated industrial agreements offer flexibility to support the Shire to meet its future operational needs.<br><br>Conditions are attractive and competitive against the external market to attract high calibre employees to the Shire. | Ongoing |
| 19 | EEO Programs | The Shire to review its recruitment practices and programs that encourage the employment of people with disabilities, or who meet equity guidelines. | Ongoing |

| EMPLOYEE SUPPORT PROGRAMS | | | |
|---|---|---|---|
| 20 | Health & Wellness Program is in place and reviewed on an annual basis | Investigate health and wellness initiatives for all staff to participate in. (e.g step challenge)<br><br>An annual health & wellness calendar of events is introduced to encourage a proactive approach towards the health and wellbeing of staff.<br><br>The health & wellness program is considered as much a benefit to working with the Shire, as it is a system of support for injured workers. | 2017/18 |

| 21 | Introduction of a Mature Aged Worker Program | Introduction of a program to support the exiting of mature aged workers no longer fit to remain within the workforce. | 2018/19 |
|----|----|----|----|
| | | A program that supports the retention of mature aged workers, who are positive role models to support succession planning. | |
| | | A program that supports the prevention and/or rehabilitation of mature aged workers injured on the job. | |
| 22 | Ongoing focus upon reducing Workers Compensation Claims and Injuries | OSH Training on an annual basis for all leaders and staff, especially those in high risk areas. | Ongoing |
| | | Program to support the early return to work of staff injured (psychologically or physically) within the workplace to reduce injuries and premiums. | |
| | | Structure ensures leaders and staff are provided with accurate advice and early intervention to support staff wellbeing and return to the workplace (for both work related, and personal injuries). | |
| 23 | Effective Employee Assistant Program in Place | The Shire's EAP program is promoted and provides access to early intervention strategies for staff at risk. | Ongoing |
| | | There is an effective internal system of support for staff,  but which does not unduly provide added stress and/or burden upon those staff providing support (i.e. Contact Officers or Employee Support Officers) | |

| WORKFORCE PLANNING SYSTEM | | | |
|---|---|---|---|
| 24 | Develop an annual process of review and ongoing monitoring of WFP projections and strategies against unanticipated change (internal and external) | A planned and projected Workforce Plan, to meet the immediate 4 year Integrated Planning Framework, and beyond (where possible). Ensure systems and processes support the Shire to meet its workforce plan, and achieve the associate CBP and other framework elements. | Ongoing annual review and adjustment. |

### *Alignment to Asset Management and Information Technology*

Human Resources and workforce planning will also align and integrate with the Asset Management Plan and the ICT Strategy and Plan (once completed), in particular planning for future growth with assets such as office accommodation, vehicles, office equipment and technological resources such as devices, hardware/software and systems. The plans associated with Asset Management and ICT will be available once completed.

### Monitoring and Evaluation

### How do we know when we have achieved the objectives of the SCP and CBP?

The Shire recognises that monitoring and evaluation is a key component to a successful workforce plan. As the Shire further develops its strategies and key performance indicators in the next years, an adequate evaluation program for the workforce plan will also be developed.

Overall, the workforce plan is a core component of managing the human resources of the Shire and as such, will be owned and monitored by the team. The plan will be monitored and updated in alignment with the annual review of the CBP. Some of the components that will be monitored in the future may include:

) Has progress been made / key performance indicators been achieved from each of the Strategies?

) Have the workforce risk indicators been reduced / progress made?

) Has progress been made on key identified workforce targets / metrics?

Overall, the Shire has made much progress on workforce planning and does identify that there is more work to be done as this is a continuous process to ensure the needs of the Shire, workforce, and local community are met.

**Appendix 1**

Staff Satisfaction Survey – July 2017

**2017 STAFF SATISFACTION SURVEY**

Thirty nine staff were invited to participate in the 2017 Staff Satisfaction Survey on 28 July 2017.

To ensure confidentiality and to guarantee each individual employee was provided with the opportunity to complete their form without fear of interference from any other officer / manager etc twenty five (25) hard copies were provided to the employees and fourteen (14) employees were emailed the survey.

Employees were assured that the process was confidential and that completion of the survey was not compulsory.

Staff were encouraged to participate: assists with workforce planning (possibly identifying where additional staff maybe required and where employees may plan to leave key positions, providing the Shire with the opportunity to succession plan if need be; and identifies issues within the organisation and may need to be addressed, such as communications, behavioural concerns etc.

**Results**

Twenty seven (27) response were received (69.23% response rate):

- Office of the CEO: 4 (80%)

- Finance & Administration: 7 (100%)

- Regulation & Community Services: 3 (60%)

- Works & Services: 12 (66.67%)

- Medical Centre: 1 (25%)
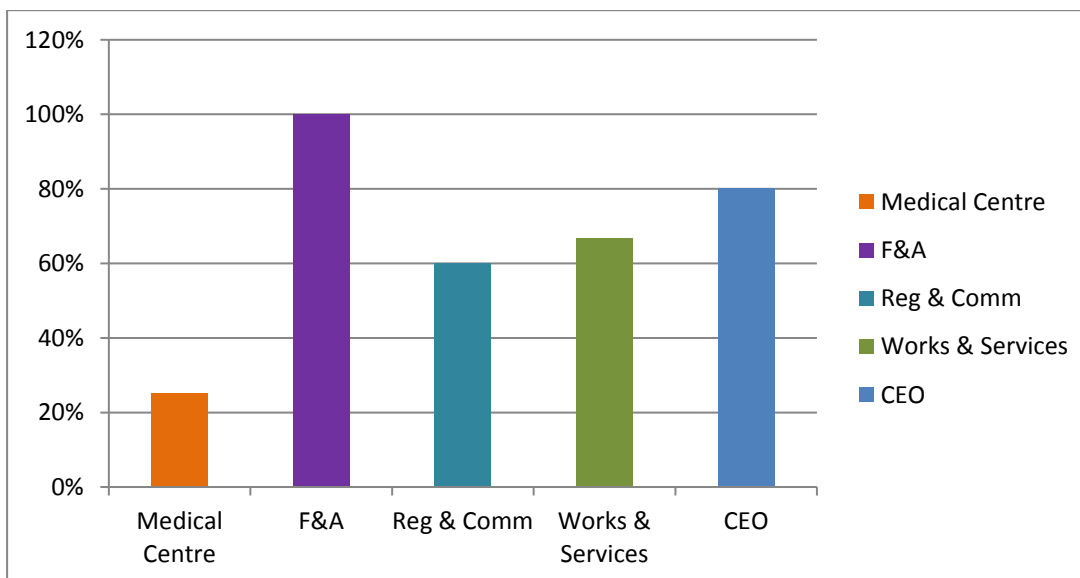
**Section One**

1. **How involved is your supervisor/management with employee career or skill development?**

| Very involved | Involved | Not involved | Other / No comment on survey | Total |
|---|---|---|---|---|
| 7 | 15 | 3 | 2 | 27 |
| 26% | 56% | 11% | 7% | 100% |

Comments recorded on the survey:

- Minimal – mentioned during Annual review

2. **How well does management explain change?**

| Very well | Adequate | Not at all well | Other | Total |
|---|---|---|---|---|
| 10 | 13 | 3 | 1 | 27 |
| 37% | 48% | 11% | 4% | 100% |

3. **How do you feel about your current role with the Shire?**

| Excellent | Good | Okay | Poor | Total |
|---|---|---|---|---|
| 7 | 16 | 3 | 1 | 27 |
| 27% | 57% | 12% | 4% | 100% |

4. **How effective is the training you receive from your employment with the Shire?**

| Very effective | Effective | Not at all effective | Other / no comment on survey | Total |
|---|---|---|---|---|
| 3 | 20 | 1 | 3 | 27 |
| 11% | 74% | 4% | 11% | 100% |

Comments recorded on the survey:

- No training received to comment on
- None received
- All self-taught
- They are few and far between

**5. How effective is the feedback your supervisor provides to employees?**

| Very effective | Effective | Not at all effective | Other / no comment on survey | Total |
|---|---|---|---|---|
| 6 | 15 | 3 | 3 | 27 |
| 22% | 56% | 11% | 11% | 100% |

Comments recorded on the survey

- Don't feel I am ideally situated to comment
- Haven't really had much feedback that I can think of lately
- No feedback

**6. How easy is it to balance your work life and personal life while working at the Shire?**

| Very effective | Effective | Not at all effective | Other / no comment on survey | Total |
|---|---|---|---|---|
| 9 | 16 | 1 | 1 | 27 |
| 33% | 59% | 4% | 4% | 100% |

**7. Do you intend to leave employment with the Shire in the next five to ten years?**

| Yes, to retire | Yes, to pursue another job | Yes, to study | Yes, for other reasons | No | Not Sure | Total |
|---|---|---|---|---|---|---|
| 3 | 2 | 0 | 0 | 9 | 13 | 27 |
| 11% | 8% | 0% | 0% | 33% | 48% | 100% |

**8. When you do your job well, are you likely to be praised or thanked by your supervisor?**

| Yes | Maybe | No | Total |
|---|---|---|---|
| 15 | 9 | 3 | 27 |
| 56% | 33% | 11% | 100% |

Comments recorded on the survey

- Some feedback would be appreciated

9. **Overall, how would you assess your relationship with your manager?**

- Professional x 3
- Pretty Good
- Good x 7
- OK
- Very Well
- No Comment x 4
- Quite good. Sometimes there isn't enough communication or I feel unsure what is expected, however I do trust that my Manager will inform me if I need to know something
- Excellent x 2
- Positive
- Get along well
- Very Good x 2
- It is what it is
- There is none
- Fairly Good

10. **How do you find the behaviour, ethics and attitude of your work colleagues within the team?**

- Professional
- Average, not everyone is treated with the same respect
- Professional – Everyone is helpful and is trying to perform at their level best. I can describe it as very good
- Most people have a good attitude
- Good x 6
- No Comment x 4
- Not very good at the moment
- Almost everyone has a good work ethic apart from a few
- Get on with them all
- Satisfactory
- Work in progress
- Most are strong minded and others tend to drag along
- Above average
- Room for improvement
- Functional
- Morale is low
- Great
- Depends who I am working with
- Very good, morale is great

11. **If you could change one thing about your role or the workplace what would it be?**
- More training
- Happy with my role
- A change to be more efficient, more productive
- No comment x 13
- Relief cover when on leave
- A little more time or the ability to give a task to someone so I can catch up

- I would like a clear idea of what is expected from my role/tasks
- Pay rate
- More positivity
- Less paper work
- Record keeping system
- To be part of a team, supervisor input and understanding of my job
- Nothing
- Better designed building and equipment that works
- No change

**Section Two**

**1.    I have enough information to get my work done**

| Strongly agree | Agree | Disagree | Strongly disagree | No comment | Total |
|---|---|---|---|---|---|
| 4 | 21 | 1 | 0 | 1 | 27 |
| 15% | 77% | 4% | 0% | 4% | 100% |

**2.    I have the necessary equipment /resources to get my work done**

| Strongly agree | Agree | Disagree | Strongly disagree | No comment | Total |
|---|---|---|---|---|---|
| 4 | 20 | 3 | 0 | 0 | 27 |
| 15% | 74% | 11% | 0% | 0% | 100% |

**3.    I have enough time to get my work done**

| Strongly agree | Agree | Disagree | Strongly disagree | No comment | Total |
|---|---|---|---|---|---|
| 3 | 22 | 2 | 0 | 0 | 27 |
| 11% | 82% | 7% | 0% | 0% | 100% |

**4.    The people I work with can be relied on when I need help**

| Strongly agree | Agree | Disagree | Strongly disagree | No Comment | Total |
|---|---|---|---|---|---|
| 4 | 20 | 1 | 1 | 1 | 27 |
| 14% | 74% | 4% | 4% | 4% | 100% |

**5.    I am treated with respect by my work colleagues**

| Strongly agree | Agree | Disagree | Strongly disagree | No Comment | Total |
|---|---|---|---|---|---|
| 3 | 21 | 1 | 0 | 2 | 27 |
| 11% | 78% | 4% | 0% | 7% | 100% |

Comments recorded on the surveys

- But not from my Manager

7. **I feel a sense of personal satisfaction when I do my job well**

| Strongly agree | Agree | Disagree | Strongly disagree | No Comment | Total |
|---|---|---|---|---|---|
| 14 | 13 | 0 | 0 | 0 | 27 |
| 52% | 48% | 0% | 0% | 0% | 100% |

8. **My job lets me use my skills and abilities**

| Strongly agree | Agree | Disagree | Strongly disagree | No comment | Total |
|---|---|---|---|---|---|
| 9 | 16 | 2 | 0 | 0 | 27 |
| 34% | 59% | 7% | 0% | 0% | 100% |

9. **My job requires that I keep learning new things abilities**

| Strongly agree | Agree | Disagree | Strongly disagree | No Comment | Total |
|---|---|---|---|---|---|
| 9 | 16 | 2 | 0 | 0 | 27 |
| 34% | 59% | 7% | 0% | 0% | 100% |

10. **In my job I often take part with others in making decisions that affect our department**

| Strongly agree | Agree | Disagree | Strongly disagree | No comment | Total |
|---|---|---|---|---|---|
| 7 | 16 | 1 | 1 | 2 | 27 |
| 26% | 59% | 4% | 4% | 7% | 100% |

11. **Management is very good at informing me about decisions that happen within the Organisation**

| Strongly agree | Agree | Disagree | Strongly disagree | No comment | Total |
|---|---|---|---|---|---|
| 2 | 18 | 6 | 1 | 0 | 27 |
| 7% | 67% | 22% | 4% | 0% | 100% |

**13.     Employees are very good at informing management about issues / concerns within the Organisation**

| Strongly agree | Agree | Disagree | Strongly disagree | No Comment | Total |
|---|---|---|---|---|---|
| 3 | 17 | 6 | 0 | 1 | 27 |
| 11% | 63% | 22% | 0% | 4% | 100% |

**14.     I am able to balance my work and personal life**

| Strongly agree | Agree | Disagree | Strongly disagree | No Comment | Total |
|---|---|---|---|---|---|
| 10 | 15 | 2 | 0 | 0 | 27 |
| 37% | 56% | 7% | 0% | 0% | 100% |

**15.     I am satisfied with my salary and benefits**

| Strongly agree | Agree | Disagree | Strongly disagree | No comment | Total |
|---|---|---|---|---|---|
| 3 | 16 | 4 | 0 | 4 | 27 |
| 11% | 59% | 15% | 0% | 15% | 100% |

**16.     I am happy with the hours that I work**

| Strongly agree | Agree | Disagree | Strongly disagree | No Comment | Total |
|---|---|---|---|---|---|
| 7 | 20 | 0 | 0 | 0 | 27 |
| 26% | 74% | 0% | 0% | 0% | 100% |

**17.     I have opportunities to advance in the organisation when an opportunity presents**

| Strongly agree | Agree | Disagree | Strongly disagree | No comment | Total |
|---|---|---|---|---|---|
| 0 | 15 | 8 | 0 | 4 | 27 |
| 0% | 55% | 30% | 0% | 15% | 100% |

**18.     Opportunities are provided for me to acquire training and/or attend conferences/seminars**

| Strongly agree | Agree | Disagree | Strongly disagree | No comment | Total |
|---|---|---|---|---|---|
| 2 | 17 | 4 | 1 | 3 | 27 |
| 7% | 63% | 15% | 4% | 11% | 100% |

**19.** **There is support for my work-life balance in my department**

| Strongly agree | Agree | Disagree | Strongly disagree | No comment | Total |
|---:|---:|---:|---:|---:|---:|
| 4 | 20 | 1 | 0 | 2 | 27 |
| 15% | 74% | 4% | 0% | 7% | 100% |

**20.** **There is respect for cultural/personal differences in my department**

| Strongly agree | Agree | Disagree | Strongly disagree | No Comment | Total |
|---:|---:|---:|---:|---:|---:|
| 3 | 22 | 1 | 0 | 1 | 27 |
| 11% | 81% | 4% | 0% | 4% | 100% |

### Section Two Comments

- Communication isn't the best when there is change. It could be improved
- Regular meetings are good
- More communication, even just an email, it doesn't have to be face to face
- Some co-workers are not very respectful how they talk to the other staff members. Maybe more communication and clear idea what each person is responsible for would help. Also it would be good to be part of some decision making especially if it affects your area of work
- We often run out of supplies or have issues when we order. My job is repetitive and hardly changes
- No help is provided when I am busy
- No progression in my job
- Not part of decision making team
- Communication is poor from my Manager
- Equipment doesn't work
- Always the last to know, if we are even told
- There are training courses but we are never allowed to attend

### Section Three

**1.** **In regards to your current work situation what factors, (positive and negative) contribute most to your overall job satisfaction, ie what is the best and worst thing about working for the Shire?**

*Positive (best)*
- Good benefits
- Being part of the team that looks for better ways of doing things and working with people who are good at what they do
- Able to finish work before or on due date, constructive feedback, training, generous with praise and appreciation, opportunities for improvement and career development, having a passionate team leader
- I enjoy the work I do and I am happy to come to work, for the most part it is a happy environment
- No comment x 9
- Good stable job with great working conditions, lucky to work in a position where I get to hear a lot of positive feedback about the Shire
- I like that my job varies and I am not doing the same thing every day

- Most of the time I like what I do for work and I find local government interesting & challenging. Also I find work/personal life balance good and the Shire has got some good benefits
- Management
- Do anything
- The opportunity to advance skills in machine operation
- It's a good secure job
- We are like a family, we all get along well and help each other out with the challenges at hand whether at work or at home
- Location
- Customer satisfaction – I feel rewarded when I am able to provide our customers with a great service. Reputation and feedback from new visitors who say they have been recommended Dalwallinu
- I have freedom and trust to work on my own
- Secure stable job, some awesome workmates and flexibility. Now feel included as shire workers
- Changes in the moral of the staff
- Great working environment due to a great team of people

*Negative (worst)*
- You are always in a "no-win" situation
- Overlapping work deadlines yet able to deal with it, admitting failures and weaknesses that leads to more learning and improvement, machine/technological failures, unhappy customers or unexpected unsatisfactory service from service providers
- No comment x 15
- Communication – monthly staff meetings are great and informative but little things in between
- Sometimes I feel like I could do more at the Shire but don't feel respected or it's hard to find an opportunity to go further at my role. Also I have worked in other places where the team culture have been better and colleagues have been more respectful for each other
- Some other workers
- Perhaps attitude's could be a little more positive
- Churn of CEO's
- Ordering issues – too many chiefs

2. **Are you interested in participating in Health & Wellbeing programs if implemented by the Shire?**

| Yes | No | Maybe | Total |
|---|---|---|---|
| 21 | 1 | 5 | 27 |
| 78% | 4% | 18% | 100% |

3. **How likely are you to recommend this Local Government to others as a good place to work?**

| Definitely would | May do | Not sure | May not | Definitely will not | No comment | Total |
|---|---|---|---|---|---|---|
| 17 | 7 | 1 | 1 | 0 | 1 | 27 |
| 63% | 25% | 4% | 4% | 0% | 4% | 100% |

4. **Do you have any other comments you would like to make in relation to your employment with the Shire of Dalwallinu?**

- I love working in the Shire. I learned a lot and still want to learn more about Australia's local government. I yearn to be able to serve the Shire with my best. I want to do community services and youth leadership too
- I think it would be beneficial to one day do a team day of activities with all of the Shire to try and build morale and the work culture
- Awesome place to work now
- Thank you for employing me
- Very happy
- No comments x 21

Jean Sutherland
**CHIEF EXECUTIVE OFFICER**

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