



Organisational Development Roadmap

2023 – 2026

Developing a high performing,
employee driven organisation through
engaged and talented people



Shire of
Serpentine
Jarrahdale

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Overview

At the commencement of this journey we wanted to create a unique workplace with an employment offering like no other in the Local Government industry. What we wanted for our people was, simply, a "great place to work" that is shaped and driven by the people.

While we did undertake the procurement process to engage consultants to develop an Organisational Development Strategy there was little response given the size of our organisation. In the end we felt that given we had both the experience, skill and passion in-house to develop a roadmap for long term sustainability and success and for it to be truly employee driven it needed to be developed by our own People team. External consultants were engaged only to facilitate the employee focus group workshops that would provide the information needed to shape the actions of the development strategies.

We have mapped a path to deliver our strategy as a 3 year program of actions that will focus on 4 key areas.

1. Attraction and Retention
2. Talent
3. Performance
4. Systems and Structure

These are considered to be the 4 main themes from the Staff Engagement Survey completed in 2022.

The details are outlined in the Action Plan attached (see Annexure 1).

Background

How did we get here?

Since the October 2020 Organisational Development Roadmap was endorsed by Council the Shire's People, Wellbeing and Development business unit has undergone a significant period of change and refocusing to ensure that the business unit can meet the human resources and organisational development needs of the organisation.

Additionally, over the last 2 years the Shire has been undergoing significant organisational transformation including a number of major and minor organisational restructures, the maturing of the operations of the Shire, and a concerted effort to bring more service provision in-house changing the resourcing and competency of the workforce considerably.

Some of the previous roadmap projects were initiated or delivered this financial year.

We created and implemented two bespoke development programs:

1. Managing People (for Manager level employees)
2. Leadership Excellence Journey (for Executive level employees)

These are the first stage of a schedule of annual development programs which will be developed further in the new Roadmap to be rolled out across all levels of management from Supervisors and Team Leads right through to our Future Leaders and Executive. We also commenced work on the development of new Values and Purpose which will be delivered in the new financial year.

What has changed our Organisation?

There has also been significant changes in the way in which the Shire operates and the working environment of staff. The COVID-19 pandemic has resulted in significant pivoting of the ways in which we deliver our business and an increased focus on flexible work arrangements for staff, support for work from home arrangements, and increased use in technologies to support flexible work locations.

It is timely to consider the current and future workforce needs of the Shire and the ways of working to assist in the management of the Shire's people moving forward.

Data regarding staff engagement was out of date and this needed to form a significant part of the updated roadmap project with a greater focus on feedback and input from all employees to ensure it met our people's needs and our new working requirements.



COVID

The COVID-19 pandemic fundamentally changed the way we worked and engaged as an organisational group. The pandemic accelerated the new trends in remote working, work allocation and tasks to reduce the proximity to co-workers and changed interpersonal interactions.

The Shire was able to retain pre-COVID staffing levels and, to some degree, productivity due to the implementation of working from home, staggering of start and finish times and rostering over 9 days per fortnight.

While, for some staff, this introduced an opportunity for work/life balance with a greater number of staff now making working from home the norm, this has come at the cost of a decline in overall organisational wide engagement. This was evident in the Staff Engagement Survey undertaken in 2022 where the results indicated that while team spirit was positive within individual work groups it had declined across the organisation as a whole.

Job Market

With both international and interstate borders closing during the height of the COVID-19 pandemic the job market in WA was significantly affected. The growing move of workers into several industry sectors including mining, health and sciences and building created a drain on suitable candidates.

Attracting and retaining staff due to the increased job opportunities and for the first time in nearly a decade, many employees were being attracted away from the Local Government sector to private enterprise due to better salaries and financial benefits.

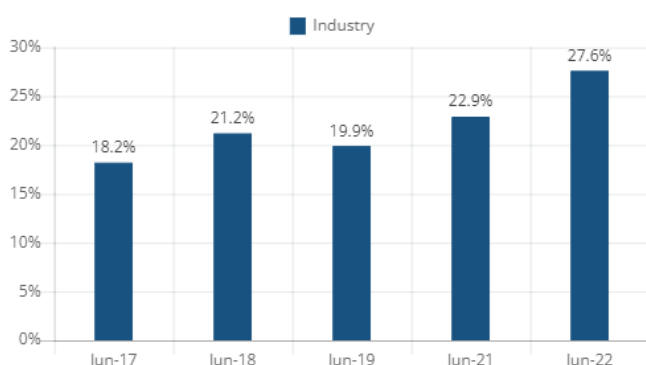
As a result it became increasingly difficult to fill roles and to keep staff particular within the Operations business where there was the greatest skills shortage across the State. This was also true for roles in our Buildings and Environmental Health areas.

Turnover

During COVID the Shire, like many businesses, saw a reduction in turnover of staff due to fewer opportunities and a heightened uncertainty in the job market.

However, as COVID restrictions eased and the growing skills shortage started to affect all industry sectors we saw a significant increase in turnover.

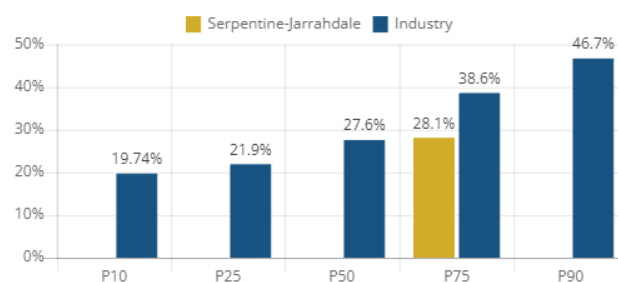
Turnover (5-year trend)



Between 2020 and 2022 the average annual turnover within the Local Government industry grew to a 5 year high with many local governments reporting considerable increases of between 5% and 9% in the 2021/22 financial year compared to the 2020/21 financial year.

Although turnover was trending up, the Shire saw an increase of only 2% over the same period.

Employee turnover



Turnover as at the end of the last financial year was only slightly about the median turnover across the industry.

The perception has been that the staff turnover for the Shire is high. Whilst having turnover in the 20–30% range is not considered desirable it is relative to industry standards and our turnover is in the median percentage for the industry. This shows that number of people leaving our organisation is quite normal. While our aim is to reduce staff turnover, our ultimate goal is more focused on the retention of our high performing staff rather than just the aggregate turnover statistics.

Diversity

While specific targeted diversity programs will be implemented as part of this new Roadmap there has been some informal education undertaken to encourage hiring managers to consider candidates who have unique and innovative perspectives.

A greater emphasis on structuring roles with job and workplace flexibility has also seen a greater and more diverse talent pool.

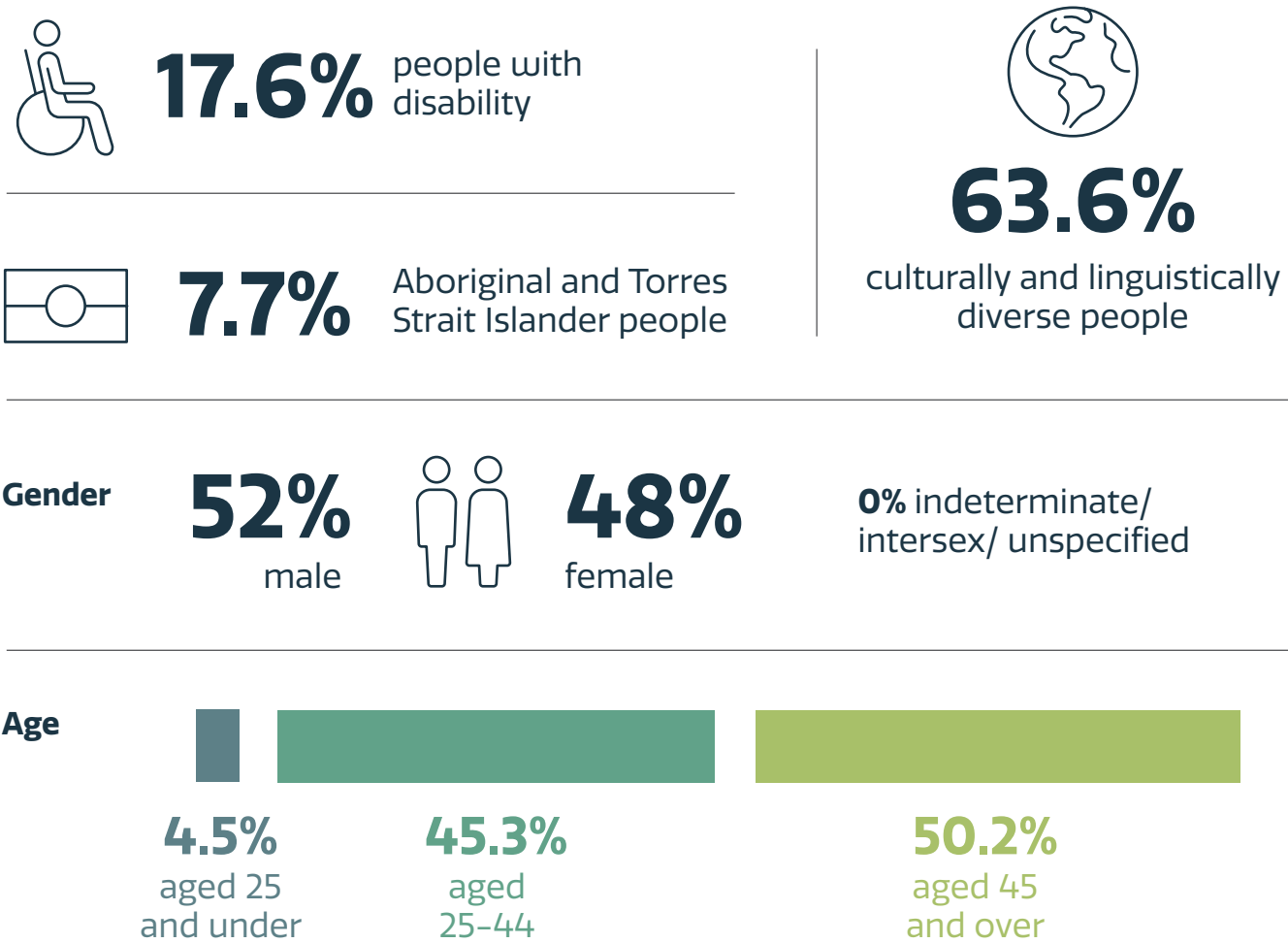
This has seen an improvement of our culturally diverse population. There has also been a small shift in the age of the workforce with a growing number aged 24 and under and a small shift in the 45 and over age group.

It should be mentioned however, that some of the improved statistics could also be due to better reporting of characteristics i.e. disability. However, we consider that some improvement has also been seen.

Female employees have increased only slightly overall but with the greatest improvement in the gender balance within the Managers peer group which was the focus for the Shire over the last year.

This is encouraging and indicates that some of the preliminary strategies we have been implementing to attract younger people and women at senior level into the organisation are clearly working.

Diversity



Growth in the Community

As at 30 April 2023 the Shire has 194 employees, with a Full Time Equivalent (FTE) of 179.5. Additionally, there were 14 active vacancies, These vacancies increase the Shire's total number of FTE by a further 13 to a total FTE of 192.5 across 208 employees.

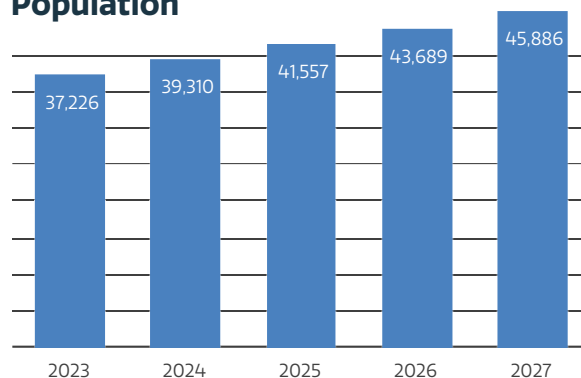
An additional 9.2 new FTE have been proposed through the 2023/24 financial year budget process with an additional proposal to convert 3 FTE from contract to permanent. The need for these positions is being largely driven by an increase in significant infrastructure projects, many resulting from works generated as a result of funding commitments from the Western Australian State Government and necessary enhancement of the project management and delivery process of the Shire.

With a resident population forecast in 2023 of 37,226,¹ this equates to approximately 4.82 FTE per 1,000 residents. This falls well below the average for medium metropolitan councils in Western Australia which is 5.2 FTE per 1000 residents as at 2019.² However, most medium metropolitan councils in WA are not experiencing the same level of high growth as is being experienced in the Shire now and forecast to continue over the next 10 years. It could be argued, therefore, that to be able to provide the appropriate level of service to the community the ratio of staff to residents should be much higher. However, more data is needed to establish the correct resourcing of staff within the Shire.

Over the last few years the Shire has undertaken some tailored organisational reviews for individual Directorates including the impact of these on the overall structure.

However, no thorough organisation diagnosis (detailed review of our organisation, its capability, resourcing and structure) has been undertaken. This has led to under resourcing in some key areas of the business. With the Shire experiencing significant growth predicted at 5.6% year on year over the next 5 years and with a number of major infrastructure projects on the horizon, it is anticipated that there will be a need for further increases in our FTE across the organisation. A large part of the Organisational Development Roadmap is to review the resourcing and competency requirements across the whole organisation ensuring futureproofing of this essential resource for the Shire over the next 5 to 10 years.

Population



Glen Flood Review

Earlier this year the Glen Flood Group was commissioned to undertake a comprehensive review of the Operations, Waste and Fleet business units. Besides the brief to review operational service delivery the Group was asked to including the current resource levels, staff structure, culture, management behaviours and performance.

The report provided by the Glen Flood Group identified 5 Big Issues with 3 of those directly linked to the Organisational Development Roadmap. These are:

Leadership – Leading Cultural Change, Leadership (Management) Capability Development, Better Communication and Visibility of Leadership.

Roles – Clarity of roles and structure and competency and responsibility frameworks

Accountability – linked directly to role clarity and define schedules and standards.

These have all been taken into account and incorporated in the Organisational Development Roadmap to be actioned across the whole organisation (not just Operations, Waste and Fleet). This is to ensure that staff in these Operational areas of the business have an opportunity to collaborate and build relationships with staff who they have limited contact with, to provide a holistic organisational framework of common language amongst staff and for all staff to gain a greater of understand of the "all one team" approach to the delivery of community services.

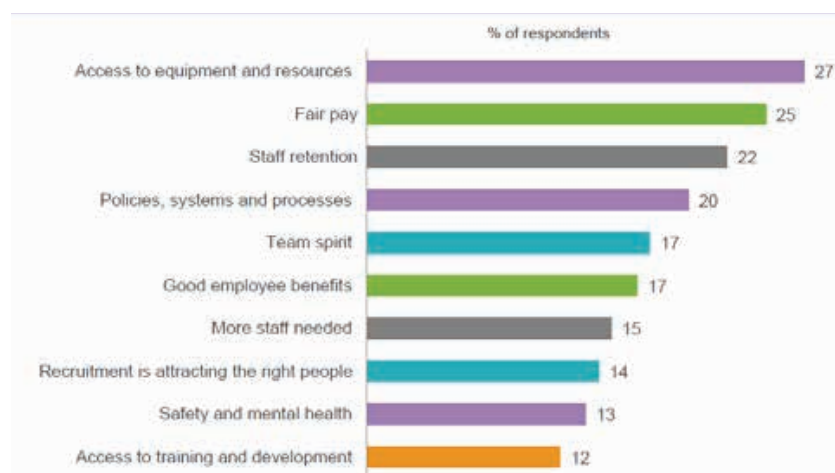


Our Approach to the development of the Roadmap

The approach to the Roadmap project was specifically tailored to ensure the outcomes were employee driven and take into consideration our unique high growth, transforming organisation.

To determine the key focus areas of the Roadmap an Employee Engagement Survey was undertaken to provide substantive data of our employees priorities and to provide leadership with an understanding of overall performance but, specifically areas that required improvement.

The top 10 areas that staff felt needed developing to make the Shire an "Employer of Choice" within the Local Government Industry were:



Given the changes in people across a large part of the organisation and the focus on aligning with employee needs in relation to reward, benefits and ways of working, it agreed we would also refresh our Values and Purpose Statement which will underpin the focus of the Roadmap strategies.



Focus Groups

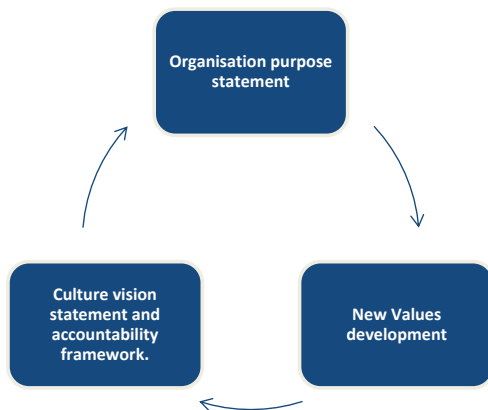
To quantify the specific needs in these areas and to achieve the employee driven outcomes we wanted by a number of focus groups were developed engaging with people across all facets of the organisation.

The result would be the development of a high performing organisation that is employee centric to create and sustain the growth and transformation of the Shire's community.

The focus groups undertaken were established to concentrate on 3 key areas that provided the opportunity to have as much employee input as possible.

They topics were aligned and ordered by ensuring that the outcomes of each were fed into the next in the series of workshops.

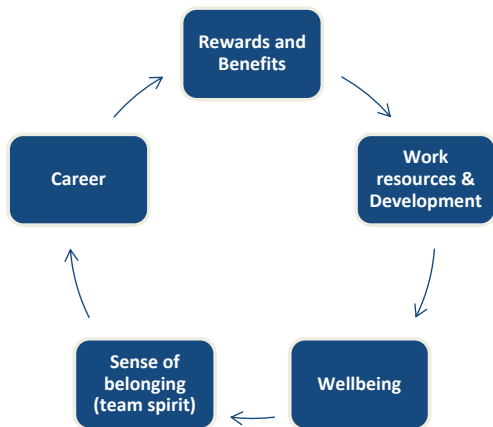
Values & Purpose



The objective of these workshops was to identify what staff felt was the purpose of their role and the role of the organisation, and what values were important to them to enable the organisation to achieve its purpose. The emphasis was also on what were they, as members of the organisation, were doing to drive these values.

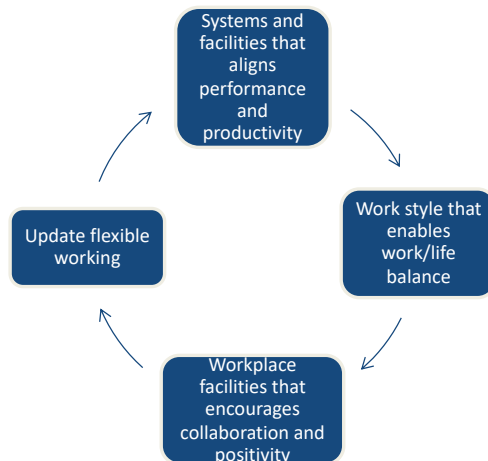


Employee Benefits and Engagement



The objective of these workshops was to provide an opportunity for staff to tell the leadership the things that matter most to them and that they felt were essential to the Shire being a "great place to work". The emphasis was also on what part they played in making the Shire a great place.

New Ways of Working



The objective of these workshops was to allow staff to provide input into what our workplace should look like to provide an engaging and collaborative environment and what improvements can be made in the way we work to provide a balance of home and work lives.

The outcomes so far

We have been overwhelmed with the number of staff who have been actively involved in these workshops and across the whole workforce. The level of engagement in the workshops has been exciting. The opportunity for staff to be leading the outcomes of these strategies and being the driving force behind them has had a significant increase in staff engagement across the organisation. It has had such a huge impact that staff, themselves, are seeing an improvement in the "culture" of the Shire.



What are we trying to achieve

While the ultimate goal of any Organisational Development Program is to build a high performing and productive organisation through engaged and talented people, our ultimate goal was simple – we want to just have a great place to work.

We will achieve this by focusing on 4 key areas

As mentioned earlier the 4 strategies that make up the Roadmap are considered to be the 4 main themes from the Staff Engagement Survey completed in 2022. The strategies will provide for the greatest level of improvement across the main areas of improvement needed as outlined in the engagement survey.



1. Attraction and Retention

We will build a values led, high performing business through diverse and capable people.

Diversity will be embedded in all we do and aim to build a workforce that is reflective of our community. We will put an emphasis on team achievements and more understanding on how individual and team accomplishments contribute to our overall success. We will provide an environment where talented and hard working people are rewarded and developed.

We will do this through:

- Innovative Recruitment and Induction Processes
- Recognition and Reward Programs
- Diversity and Inclusion Plans
- Competency and values-based recruitment



2. Talent

We will create an environment of leadership excellence that is Organisation-wide so we will build leadership capability by cultivating leaders across all levels of the Organisation.

We will do this through:

- Talent identification planning
- Succession Plans
- Development plans
- Leadership Development Program
 - Future Leaders
 - Managing People
 - Leadership Excellence Journey
- Learning and Development plans



3. Performance

We will encourage a learning culture and development where leaders equip their people to take ownership of their performance.

We will set out clear competencies and focus on performance planning through individual and team goal setting.

We will do this through:

- Performance Planning Process
- Competency Frameworks
- Training needs Planning
- Improved study assistance programs.



4. Work Systems and Structure

We will set our people up for success by providing opportunities to be the best that they can be.

We will do this through fit-for-purpose processes in an open and engaging environment.

We will create a consistent structure of people, processes and strategy to support our people to do what they do best.

We will do this through:

- OneComm Project
- Continuous Process Improvement
- Workforce Resource Plan
- Workplace facilities and accommodation project.

The detailed action plan is set out in the Strategy and Action plan document (appendix 1).

Implementation

The Roadmap is mapped out to deliver the actions for each strategy over 3 years. The program of actions is planned to be implemented through a proactive approach. It is envisaged that employee involvement, input and feedback will be used to develop the outcomes of each project. This will ensure that, at all time, we continue to be employee driven.

Cost and Resourcing

The most complex of the actions to be undertaken will be the Organisational Diagnosis. It is planned that we will engage an external consultant to undertake a large portion of this work while being supported by the Manager of People, Development and Wellbeing. The estimated cost will be approx. \$60,000 which has been included in the budget for the 2023/24 financial year.

It is expected that further consulting work will be needed across the entire life of the Roadmap at an annual cost of approx. \$60,000.

How will we measure our success?

Staff Engagement Surveys to be conducted in 2024 and again in 2026 in order to continually seek feedback from staff on the overall engagement of the Shire. These survey results we be benchmarked against previous results and across the industry.

Additionally, we will do short surveys along the way to check in with staff on how we are progressing at each strategy milestone and to check the engagement "pulse" of the Shire.

We aim to continuously improve on our results and the be the leader of innovative people engagement within our industry.



When will we deliver this



Apr 2025 Pathways

- Formulate succession & development plans
- Implement cultural & diversity awareness
- Develop trainee, apprentice and graduate pathway program

Oct 2025 Right People, Right Time

- Develop Indigenous trainee program
- Develop plans and materials for participation in recruitment fairs
- Women in SJ Group launch
- Develop alumni program

Apr 2024 Plan for the Future Stage 1

- Commence organisational diagnosis
- Develop technical competency framework
- Continue process improvement
- Implement stage 2 performance planning framework
- Celebrate diversity

Oct 2024 Plan for the Future Stage 2

- Map critical roles
- Develop workforce structure and resourcing
- Implement talent mapping

Oct 2023 Create Unique Employee Proposition

- Implement employee driven values & purpose
- Implement employee driven benefits & wellbeing program


Jun 2023 Employee Focus Groups



- Purpose and values
- New ways of working – process improvement and accommodation
- Employee value proposition

Actions and Timeline

Strategy	Project	Timeline					
		2022/23 Q4	2023/24 Q1 & Q2	2023/24 Q3 & Q4	2024/25 Q1 & Q2	2024/25 Q3 & Q4	2025/26 Q1 & Q2
1. Attraction and Retention 	Creating the unique SJ Employee Value		Rewards and Benefits Engagement and work resources Wellbeing Career Sense of belonging				
	Critical Roles		Conduct critical role assessment of current workforce.	Conduct critical role assessment of future workforce across timelines 2-3 yrs & 3-5 yrs.			
	Workforce Resource Parenting		Undertake an organisational diagnosis to forecast growth	Develop future state staff resourcing plans across timelines 2-3 yrs & 3-5 yrs			
	Recruitment Strategy	Candidate rating interview guide Competency and values-based interviews Review of recruitment process to reduce hiring times.		Recruitment and workforce planning Ensuring bench strength for critical roles	Develop program for apprentices and trainees		Develop Alumni program
	Diversity and Inclusion		Celebration by the organisation of annual indigenous and other cultural events Cultural Awareness Program	Diversity & Inclusion Awareness Program	Inclusive workplace attraction program	Indigenous trainee program	Women in LG Leadership

Actions and Timeline CONTINUED

Strategy	Project	Timeline					
		2022/23 Q4	2023/24 Q1 & Q2	2023/24 Q3 & Q4	2024/25 Q1 & Q2	2024/25 Q3 & Q4	2025/26 Q1 & Q2
	Brand Building		Build more recruitment branding on website and social media Revamp of careers page on website – sharing our story.	Partnership with local high schools to establish pathway projects for local students to access trainees and ultimate employment within the Shire		Recruitment fairs	University profile raising
	Competency Framework		Develop competency framework for each technical area				
	Remuneration Strategy	Comparative market assessment review (annual)		Comparative competency review	Identification of a number of remuneration and reward methodologies to enable and support facilitate productivity		
	Values, Purpose and Culture	Organisation purpose statement New Values development.	Culture vision statement and accountability framework				
2. Talent 	Talent Mapping			Implement talent mapping methodology (9 box grid) a. business unit specific by manager b. leadership specific by Executive team			
	Succession Planning				Develop bespoke specific succession plans for each leadership role Develop bespoke succession plans for critical roles		

Strategy	Project	Timeline					
		2022/23 Q4	2023/24 Q1 & Q2	2023/24 Q3 & Q4	2024/25 Q1 & Q2	2024/25 Q3 & Q4	2025/26 Q1 & Q2
	Career Development Planning			Develop leadership capability framework	Develop bespoke development plan for HIPO talent Develop career discussion process in annual performance process		
	Leadership Development	Managing People for Managers Leadership Excellence Journey		Managing People for Co-ordinators and Supervisors HIPO Futre Leaders			
	Formal Mentoring Program					Develop opportunities for formal mentoring of junior staff by senior staff Mentor matching	Develop peer support groups beyond management
3. Performance 	Performance Reward Strategy		Develop performance reward program subject to outcomes of EVP workshops			Deliver in house training for qualification courses (e.g. Diplomas of PM, Frontline Management etc)	
	Review and update to the Shire's study assistance policy		Review and update to the Shire's study and educational support policies				
4. Work Systems and Structure 	Modern work systems and facilities		Modern work systems and facilities that align performance and productivity Modern workplace facilities that encourage collaboration and positivity Modern work style that enables work/life balance				
	Flexible working		Review of current flexible working to align with reviewed work systems and facilities				
	Process improvement		Review of processes that span across business units				

Action Plan



1. Attraction and Retention

Project	Actions	Responsibility	Collaboration	Success Measure
Creating the unique SJ Employee Value Proposition	<p>Review and provide input into:</p> <ul style="list-style-type: none"> ▪ Rewards and Benefits ▪ Engagement and work resources ▪ Wellbeing ▪ Career ▪ Sense of belonging 	People & Development	Staff Focus Groups	New EVP developed for greater employee engagement
Recruitment Strategy	<p>Undertake an organisational diagnosis to comprehend the level of forecast growth that is underway (and forecast to continue), and use this to create an evidence base of short / medium / long term resource needs</p> <p>Review current recruitment framework including: -</p> <ul style="list-style-type: none"> ▪ Candidate rating interview guide ▪ Competency and values-based interviews ▪ Recruitment and workforce planning ▪ Ensuring bench strength for critical roles ▪ Review of recruitment process to reduce hiring times. <p>Develop Alumni program</p> <p>Develop program for apprentices and trainees</p>	People & Development	EMG and Management team	<p>Organisational diagnosis undertaken to establish evidence base regarding resource demands on regulatory, support and community based service provision</p> <ul style="list-style-type: none"> ▪ Documentation developed for a competency and values-based interview guide with a rating score ▪ Improved recruitment and onboarding process developed. ▪ Succession plans in place for critical roles as per Succession planning ▪ Framework for apprentice and traineeships in each business area in place. Contacts with relevant educational institutions to attract suitable candidates
Diversity and Inclusion	<p>Celebration by the organisation of annual Indigenous and other cultural events</p> <p>Indigenous trainee program</p> <p>Cultural Awareness Program</p> <p>Women in LG Leadership</p> <p>Diversity Awareness Program</p> <p>Develop a safe and inclusive workplace attraction program to attract diversity and further skills to the organisation</p>	People & Development	Management team	<p>Improved diversity and inclusion statistics including: -</p> <ul style="list-style-type: none"> ▪ Ratios of indigenous workers relative to community ▪ Increase in women representation in management. ▪ Cultural awareness and unconscious bias training programs rolled out ▪ Diversity awareness groups established <p>Annual events celebrated by the organisation with positive media coverage of these stories</p>



Project	Actions	Responsibility	Collaboration	Success Measure
Brand Building	<p>Working with communications team to build more recruitment branding on website and social media</p> <p>Revamp of careers page on website – sharing our story.</p> <p>Recruitment fairs</p> <p>University profile raising</p> <p>Partnership with local high schools (Byford Secondary, Salvado CC, Court Grammar) to establish pathway projects for local students to access trainees and ultimate employment within the Shire</p>	People & Development	Management team	<p>Pathway program developed and implemented with the three local high schools that secures local employment for local students with supportive work based learning and education</p> <ul style="list-style-type: none"> Refreshed careers page and social media branding developed. Framework for graduate roles in relevant business area in place. Contacts with relevant educational institutions to attract suitable candidates Graduate recruitment program for careers fairs
Remuneration Strategy	<p>Comparative competency review</p> <p>Comparative market assessment review (annual)</p> <p>Identification of a number of remuneration and reward methodologies to enable and support facilitate productivity</p>	People & Development	EMG Executive Management teams	<p>Annual market review in line with Local Government Band 2 competitors</p> <p>Development of a framework that establishes a transparent step and increment pathway for employees</p>
Values, Purpose and Culture	<p>Develop:</p> <ul style="list-style-type: none"> Organisation purpose statement New Values development Culture vision statement and accountability framework. 	People & Development	Staff Focus Groups	<p>Roll out of new Values</p> <ul style="list-style-type: none"> Roll out of accountability framework New purpose statement implemented Process of empowerment of all staff to call out behaviours that do not reflect our values, and ensure this is supported and reinforced



2. Talent

Project	Actions	Responsibility	Collaboration	Success Measure
Critical Roles	Conduct critical role assessment of current workforce. conduct critical role assessment of current workforce – across timelines 2-3 yrs & 3-5 yrs.	EMG and Managers	People & Development	<ul style="list-style-type: none"> Critical roles identified and succession plans and risk reduction plan prepared Annually assessment and review program prepared for future years
Talent Mapping	Implement talent mapping methodology (9 box grid) <ul style="list-style-type: none"> business unit specific by manager leadership specific by Executive team 	EMG and Managers	People & Development	<ul style="list-style-type: none"> Talent maps prepared for each business with HIPO employees identify. Annual talent map program added the HR annual cycle of events
Succession Planning	Develop bespoke specific succession plans for each leadership role Develop bespoke succession plans for critical roles	Executive Managers	People & Development	<ul style="list-style-type: none"> Succession plans for all leadership roles as well as critical roles prepared Succession planning added to annual HR cycle of events as part of Talent Mapping program
Career Development Planning	Develop leadership capability framework Develop bespoke development plan for HIPO talent Develop career discussion process in annual performance process	People & Development	Executive Managers	Individual development plans in place in line with succession plans for critical roles
Leadership Development	Further develop current leadership development program to include:- <ul style="list-style-type: none"> HIPO Future Leaders Managing People for Co-ordinators and Supervisors Managing People for Manager Leadership Excellence Journey 	People & Development	Executive Managers	Continue annual development programs already in place. Roll out new program for Coordinators and Supervisors Roll out bespoke future leaders program
Formal mentoring program	Develop peer support groups beyond management	People & Development	All Staff	Roll out of formal mentoring across organisation Launch of peer support group for coordinators and then supervisors.



3. Performance

Project	Actions	Responsibility	Collaboration	Success Measure
Competency Framework	Develop competency framework for each technical area	People & Development	Managers EMG	Launch and publish competency frameworks for roles as part of career framework. Develop training and development plans to close gaps on any noted competency areas that are deemed critical.
Performance Reward Strategy	Develop performance reward program subject to outcomes of EVP workshops	People & Development	Management Team	Implement new rewards program and procedure.
Training Needs Analysis	Develop framework for the assessment of technical training needs (per business unit)	People & Development Managers	Coordinators and relevant staff	Training needs matrix to feed into training technical improvement program
Technical training improvement	Develop technical training program and to improve gaps in knowledge Corporate training program to incorporate wide skills	People & Development	Managers	Training needs analysis documented and technical training programs implemented.
Review and update to the Shire's study assistance policy	Review and update to the Shire's study assistance policy, including consideration of central budgeting Deliver in house training for qualification courses (e.g. Diplomas of PM, Frontline Management etc)	People & Development	EMG	New Study Assistance Policy developed and implemented Annual reporting against such Undertake annual skills development program in house that can run over a semester, that allows better connection between learning content to the workplace



4. Work Systems and Structure

Project	Actions	Responsibility	Collaboration	Success Measure
Modern work systems and facilities	Develop: - <ul style="list-style-type: none"> Modern work systems and facilities that align performance and productivity Modern work style that enables work/life balance Modern workplace facilities that encourage collaboration and positivity 	Office redevelopment project team	Staff Focus Groups	A new way of working strategy plan outlining impact to working accommodation and facilities. Should include method for implementing across business.
Process improvement	Review of processes that span across business units	Managers	Coordinators and relevant staff	Each team to have and plan prepared to review and improve processes for efficiency to be completed over the next 12 months
Flexible working	Review of current flexible working to align with reviewed work systems and facilities.	People & Development	Staff Focus Groups	Recommendations for updates to the flexible work BOP to align with proposed new ways of working
Workforce Resourcing Planning	Develop current and future state staff resourcing plans across timelines 2-3 yrs & 3-5 yrs	Executive Management Group	People & Development Managers	Workforce Resourcing Plan endorsed by EMG for proactive recruitment and FTE increases.



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