	<p style="text-align: center;"><b><i>Attraction and Retention Policy</i></b>  <i>Procedure No. HRPOL 08</i></p>	<b>Version No:</b>	1
		<b>Responsible Officer/s:</b>	Manager Organisational Development
		<b>Classification:</b>	Council
		<b>Issued:</b>	20/11/2023
		<b>Next Review:</b>	<b>February 2028</b>

## 1. Overview

This Policy has been developed to identify strategic opportunities for the attraction and retention of a workforce which has the skills, knowledge, and experience across a wide range of professional and operational portfolios to ensure the delivery of the strategic vision and goals of the Council.

The identified strategies are aimed at reducing the financial risk associated with the high turnover of staff (approximately one and a half times an employee's annual salary according to the Australian Human Resource Institute, February 2022) and likewise aimed at reducing the risks associated with the loss of knowledge, skills, and productivity which has a direct impact on the ability of Council to deliver the required functions and meet community expectations of service.

## 2. Objective

Focus on identification of key strategies to positively influence employee attraction and retention, and to support the building of organisational capability and development of a skilled workforce to deliver quality outcomes across the broad services provided by Council to the community.

## 3. Attraction and Retention Strategies

Several key factors have been identified as important to employees when considering a new job opportunity (attraction) or to remain with their current organisation (retention). These are documented below.


### 3.1. Recruitment Procedure

A recruitment approach clarifies key expectations and aspirations to assist in attraction and retention and provides consistency of approach across the organisation. Consideration of inclusion within a new Recruitment Procedure will be given to:

- 3.1.1. Lifestyle attraction
- 3.1.2. Employee Value Proposition
- 3.1.3. Migrant attraction
- 3.1.4. Relocation
- 3.1.5. External and Internal Recruitment
- 3.1.6. Onboarding
- 3.1.7. Exit interviews

### 3.2. Diversity and Inclusion

A diverse and inclusive workplace provides a diversity of experience and perspectives which can create an engaging, motivating environment for employees where everyone feels included and thus engaged.

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Council have incorporated processes developed during the Ageing Workforce Program to support employees, development of the Disability Access and Inclusion Plan, and aims to investigate further opportunities.

### **3.3. Training and Development**

Training and development opportunities support the retention of our staff who are encouraged to grow and build their skill base. In addition to mandatory and legislative training, development opportunities for staff may include:

- 3.3.1. Secondment
- 3.3.2. Acting up opportunities
- 3.3.3. Relevant study / development programs

### **3.4. Flexible Work Arrangements**

Council recognises that some employees may from time to time require working arrangements outside of the traditional work premise. A Flexible Working Arrangements Procedure which will provide the framework for requests and consideration of flexible working arrangements is being finalised.

### **3.5. Organisational Culture**

Following a successful cultural program in 2021 and 2022, Council employees have nominated representatives from each department of Council to form the Cultural Team who meet at least quarterly to identify programs to foster a positive working environment and the embracing of organisational values, behaviours, and the leadership charter across the Council.

### **3.6. Recognition of Employee Service Program**


The SA Government Reward and Recognition Guide (*referenced by the Ombudsman in report into Employee Recognition Practices 2022/02313*) opens with the following text:

*“Employees who feel valued, encouraged, and appreciated for the work that they do are more likely to be engaged, contribute effectively, work innovatively, and perform highly in their roles. Ultimately, comprehensive recognition ensures the attraction and retention of a quality workforce that is adaptable to change and dedicated to achieving results.”*

Council have reviewed existing processes following the issue of the Ombudsman's report into Employee Recognition Practices 2022/02313 and developed a modified recognition of employee service milestones program as a key attraction and retention strategy.

Where an employee of Council achieves a service recognition the program encompasses:

- 1) One year of service recognised in the Council's internal employee monthly newsletter
- 2) Certificates of Service
  - (a) Council Certificate for 5 years of service, and each subsequent 5-year interval

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- (b) Local Government Association of SA Certificates of Service for 10-years of service, and each subsequent 5-year interval

3) Years of Service milestones


- (a) At 10, 20, 25, 30, 40, 50 years:
- (b) Recognised on front page of monthly internal Employee Bulletin, and in Council's relevant social media
- (c) Service Plaque engraved with name of employee, years of service and Council logo be provided for 10, 20, 25, 30, 40, 50 years of service, refer Table 1 in Clause 5 for agreed limit.

4) Modest function

- (a) Twice per annum (mid, and end of calendar year), refer Table 1 in Clause 5 for agreed limit for food and soft drink.
- (b) At each function, service awards from the relevant service period will be recognised:
  - i. 1<sup>st</sup> January to 30<sup>th</sup> June
  - ii. 1<sup>st</sup> July to 31<sup>st</sup> December.
- (c) Certificates and service plaques will be presented:
  - i. By the employee's manager / director (or delegate)
  - ii. For 25 years of service by the Chief Executive Officer (or delegate).
- (d) At each function, CEO to acknowledge employees' contributions to the achievement of the strategic objectives of Council and the performance of its functions for the Community benefit, i.e., examples of:
  - i. Provision of excellent service to internal and external clients
  - ii. Significant process improvement
  - iii. Excellent performance in a project
  - iv. Development of innovative ideas and concepts
  - v. Collaboration with internal and/or external stakeholders
  - vi. Working above and beyond expectations on a project or a task (e.g., continuous improvement process resulting in cost saving, delivery of a project ahead of time and/or under budget),
  - vii. Modelling of organisational values and behaviours.
- (e) At times, partners and children may be invited to attend a recognition of service function at their own cost.

### 3.7. Retirement / Resignation

A site / department modest function of a morning tea, smoko, breakfast or similar, may be held for an employee who is retiring or resigning with ten years or more of service to Council. Endorsement is sought from employee prior to holding of function.

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Refer to Table 1 in Clause 5 for agreed expenditure limit.

### **3.8. Managing Staff Performance**

Employees appreciate a strong culture where poor performance and behaviours are addressed within a fair performance management system which provides employees with guidance and opportunity for improvement. Council has key procedures:

- Managing Unsatisfactory Workplace Performance Procedure – HRPR12
- Workplace Behaviours Procedure - HRPR07
- Employee Code of Conduct Policy HRPOL07

### **3.9. Health and Wellbeing**

#### **3.9.1. Corporate Health**

The LGA Workers Compensation Scheme support Council employees by providing an annual program containing proactive health initiatives to the local government sector. This program includes Skin Cancer Screenings, Health Assessments (*e.g., blood pressure, cholesterol, back care, fitness testing*), as well as a selected seminar each year (*e.g., mental health awareness, nutrition, healthy ageing, heart health*).

#### **3.9.2. Social Club**

Council employees have a social club which is fully funded by contributing employees and run several successful social events each year.

#### **3.9.3. Flowers**

In the event of the death of an employee or their direct relation (parent, partner, or child) it is considered appropriate that flowers will be sent on behalf of the District Council of Grant within an agreed limit as per Table 1 in Clause 5 of this Policy for agreed limit.

#### **3.9.4. Employee Assistance Program**


An employee assistance program is provided to Council staff via an external provider to ensure that our people can access support for mental health and counselling support when required, thus contributing to the overall wellbeing of the workplace and retention of talented staff.

### **3.10. Safe Workplace**

Council is committed to the safety of its employees and has implemented a safety management system incorporating key policies and procedures.

Worker consultation is a key component of the safety management system and improves decision making about health and safety matters and the reduction of work-related injuries and disease. Council's Consultation Policy and Procedure (*WHSPOL4 and WHSPRO4*) guide the consultative process which includes appointment of Health and Safety Representatives together with regular meetings of the Work Health and Safety Committee.

### **3.11. Succession Planning**

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Succession planning assists with employee retention when employees see potential future opportunities. It is an important factor in managing talent, and identification of employees for key posts, career moves and/or development activities, either in the short term or longer-term potential. Council undertakes succession planning on an informal basis at the current time, through acting-up opportunities, secondments, and study/development, however, will look to formalise.

#### 4. Types of Employee Expenses and Expenditure Limits

EXPENDITURE TYPE	EXPENDITURE LIMIT
Flowers – refer clause 4.9.3	Maximum of \$75 inclusive of delivery
Years of Service Recognition Function – refer clause 4.7.1	Up to \$25 per employee ( <i>to a maximum cap of \$3,000, including venue hire</i> )
Service Plaque - refer 4.7.1	Up to \$130 ( <i>including engraving</i> )
Retirement / Resignation - refer 4.7	On or after 10 years of service, in house modest function of employee choice ( <i>i.e. morning tea, smoko, breakfast up to \$250 relative to number of employees attending</i> )

#### 5. References / Other Documents

Reward and Recognition – good practice guide for SA Public Sector managers

Ombudsman SA – report into Employee Recognition Practices 2022/02313


LGA Employee Recognition Guideline October 2023

2022 Local Government Workforce Skills and Capability Survey – South Australian Report

#### 6. Review

This Procedure shall be reviewed by the District Council of Grant Management Team at a minimum, once within every four (4) year Council term (or on significant change to legislation or other matters which could affect this procedure).

Action	Date	Minute Reference
Adopted by Council	20 November 2023	23239

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