



ORGANISATIONAL CHANGE PROGRESS REPORT

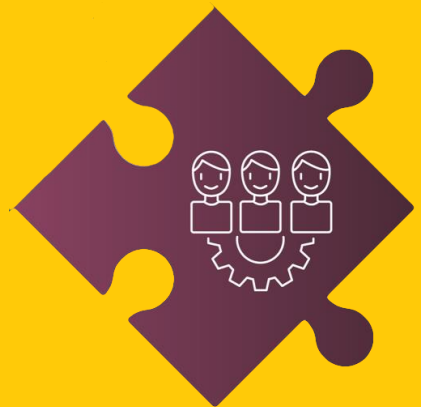
RECOGNISE, REWARD, MERIT AND COMPETENT



LEADERSHIP



SKILLS



TEAMWORK

Kristine Smith - 24th January 2024

Introduction

This report is a summary of the progress to implement change processes to embed a new organizational structure.

Background

In May 2022, Council approved an organizational structure that was not fully implemented providing uncertainty in decision making processes and inefficiencies for staff to fulfill their functional responsibilities effectively.

An external company PwC Indigenous Consulting (PIC) were engaged to conduct a desktop review and engagement with key stakeholder (internal/external) across the organisations from April to June 2023. The summary points of deficiencies included:

- Vacant positions represented 37.1% of current staff levels
- Queensland Audit Office identified three (3) internal control deficient during the Financial Year 20/21.
- Organisational Structure approved in 2022 did not effectively incorporate all Council's functional areas.
- Previous structure was limited in clarifying employment progression opportunities within Council
- Staffing levels and associated award rates to be reviewed to ensure compliant with relevant Awards
- Job descriptions alignment with what staff practically do to award rates
- Lack of opportunities for salary package and other similar workplace initiatives.

PIC proposed alternative Organisational Structure highlighted key functional areas that is underpinned by five (5) focus area of the Local Government Sustainability Framework.

Figure 1 – New Organisational Structure



Key Processes and Activities

STAGE 1 – Announcement & Consultation

1. Development of Action Plan detailing specific tasks and supporting information.
2. PIC Organisational Structure Review Report discussed with the Senior Management Team
3. CEO announcement to staff on the commencement of a change management process to embed a new organisational structure.
4. Trade Union/s informed of the changes to the organizational structure
5. CEO attendance at team staff meetings to present the new organisational structure.
6. Distribute Fairwork information relating to workplace changes
7. Establish a Q&A discussion board for staff to gain further understanding and clarify misunderstanding to changes that are occurring.

STAGE 2 – Transfer, Matching & Appointment

1. Council to approve the Transfer, Matching and Appointment methods to be applied for new and/or recruitment vacant positions on a top-down basis.
2. Finalise job descriptions and grading documentation to be provided to relevant staff or recruitment purposes.
3. Meet with employees to consult on transfer and matching arrangements.
4. Refer displaced staff to a redeployment list
5. Undertake the transfer, matching and recruitment of employees into the new structure.
6. Arrange for contractual change documentation to be prepared and endorsed.

Outcome

- All staff were provided with correspondence informing them of a new organizational structure.
- Emphasis was given to a top-down approach with the appointment of the management team.
- Progress has been slow with recruitment with three (3) management positions yet to be recruited that include Community Service, Strategic Governance, and Infrastructure & Utilities
- Contracts of Employment have been accepted for the, Quality and Compliance Manager, Building Services Manager, Business Operations and Contracts Manager & Finance Manager.
- New appointment Managers have completed a self-assessment, Interview and are required to enrol in a learning and development course within their probation period.
- Stage 2 for Coordinators and Team Leaders are yet to commence.
- Timeline for completion of the change process in June 2024.

Managers Collective Strengths (Self-Assessments as of 24/01/24)

LEARNER:- People exceptionally talent in the Learner theme have a great desire to learn and want to continuously improve. The process of learning, rather than the outcome, excited them.

DISCIPLINE:- People exceptionally talented in the Discipline them enjoy routine and structure. Their world is best described by the order they create.

RESPONSIBILITY:- People exceptionally talented in the Responsibility them take psychological ownership of what they say they will do. They are committed to stable values such as honesty and loyalty.

RESTORATIVE:- People exceptionally talented in the Restorative theme are adept at dealing with problems. They are good at figuring out what is wrong and resolving it.

FUTURISTIC:- People exceptionally talented in the Futuristic them are inspired by the future and what could be. They energize others with their visions of the future.

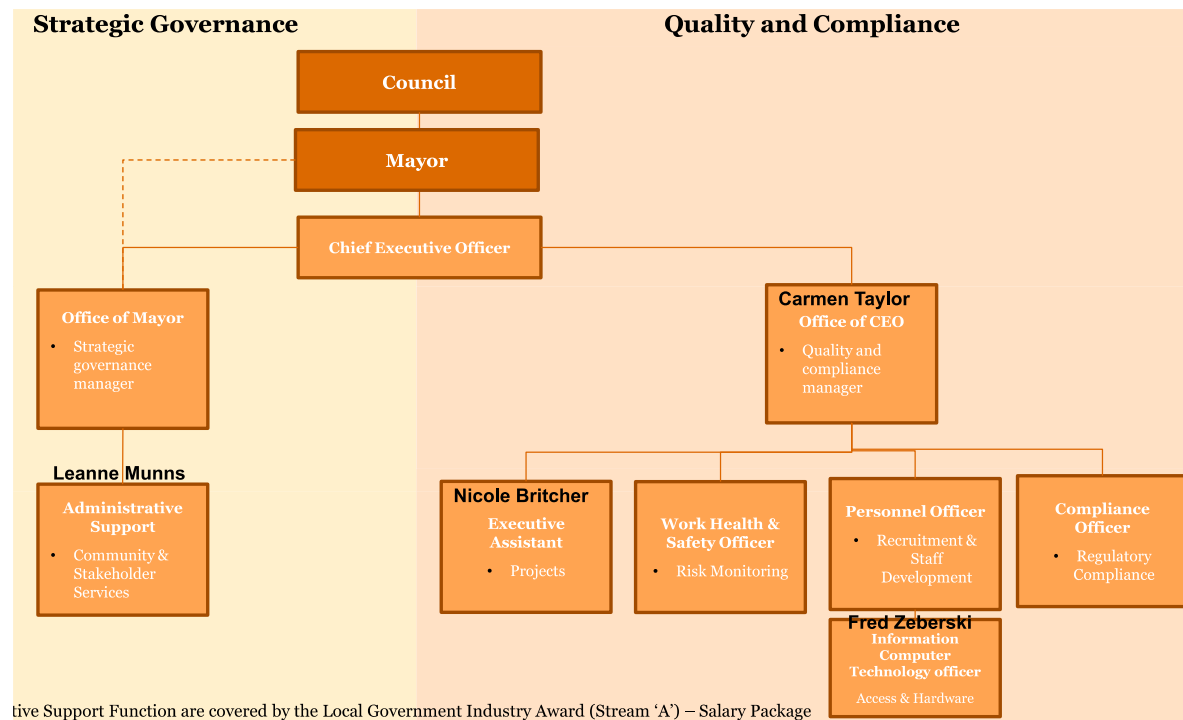
INTELLECTION:- People exceptionally talented in the intellection them are characterized by their intellectual activity. They are introspective and appreciate intellectual discussions.

EXECUTING		INFLUENCING		RELATIONSHIP BUILDING		STRATEGIC THINKING	
6 Achiever	16 Discipline	Activator	Maximizer	Adaptability	Includer	12 Analytical	4 Input
10 Arranger	6 Focus	Command	Self-Assurance	Connectedness	2 Individualization	4 Context	15 Intellection
Belief	15 Responsibility	Communication	Significance	10 Developer	Positivity	15 Futuristic	19 Learner
2 Consistency	15 Restorative	Competition	Woo	8 Empathy	1 Relator	Ideation	Strategic
3 Deliberative				2 Harmony			

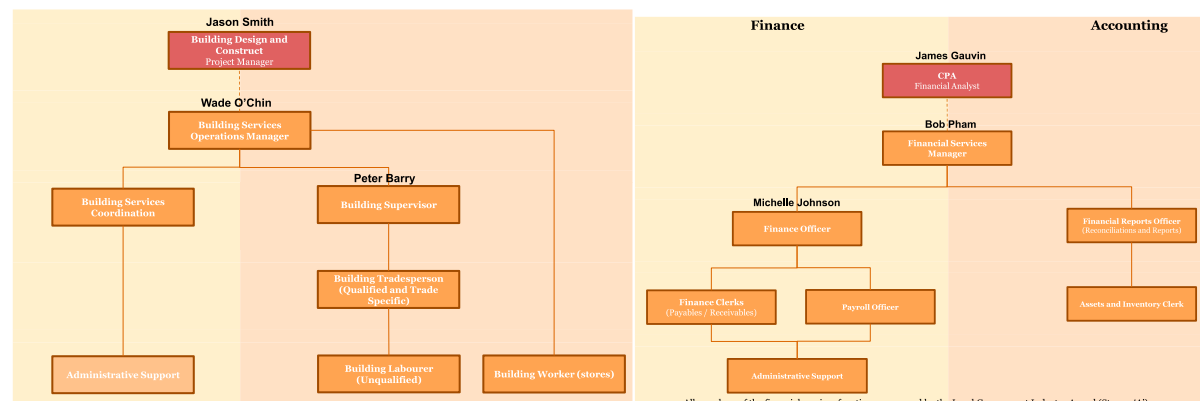
Benefit

To inform the selection of Learning and Development Program, Probation Review and Performance & Appraisal process.

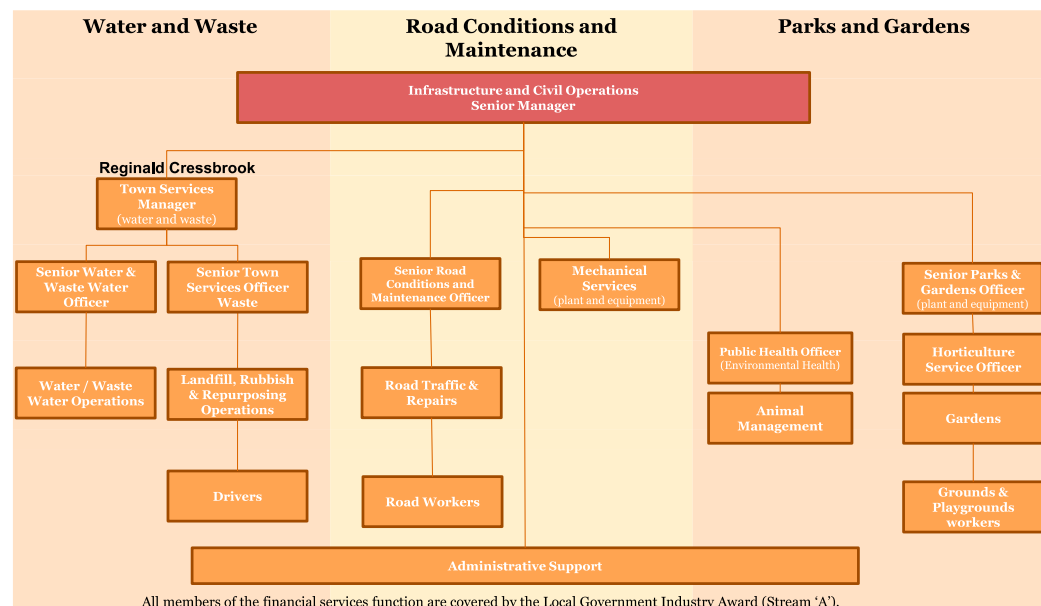
STAFFING STRUCTURE



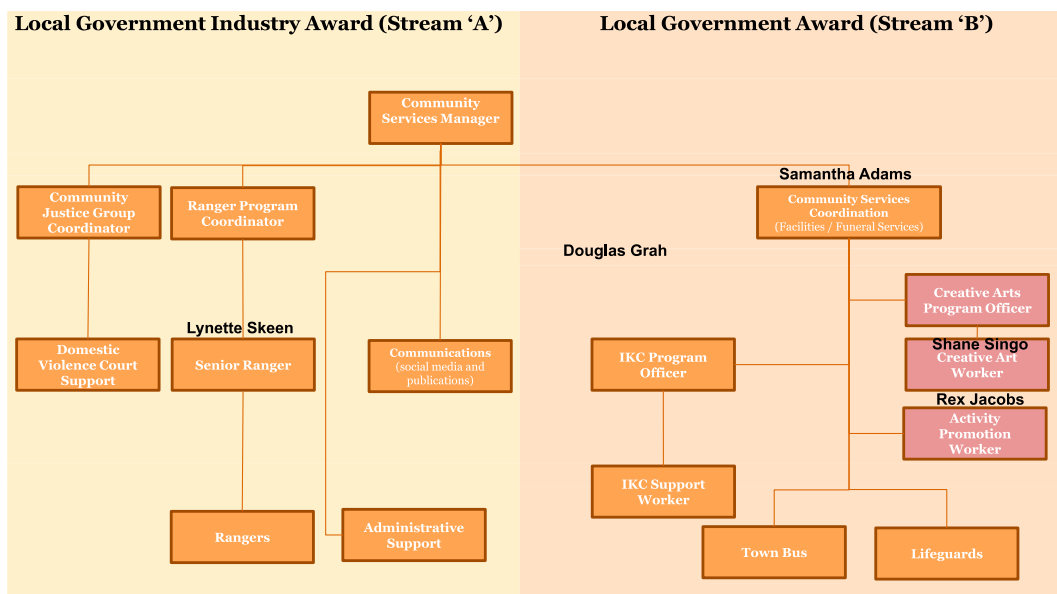
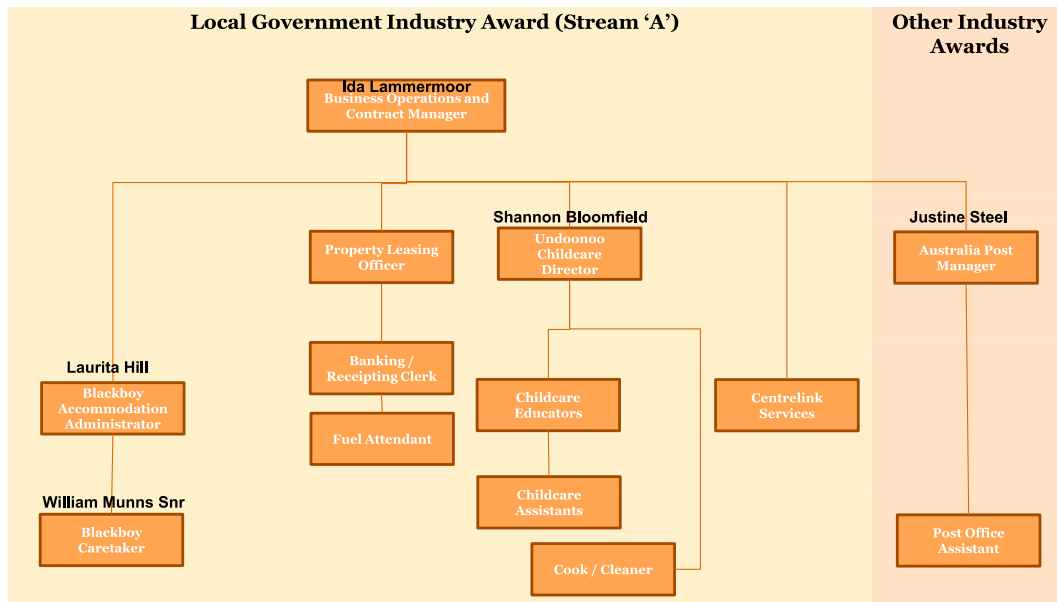
tive Support Function are covered by the Local Government Industry Award (Stream 'A') – Salary Package



All members of the financial services function are covered by the Local Government Industry Award (Stream 'A').



All members of the financial services function are covered by the Local Government Industry Award (Stream 'A').



Conclusion

1. Ongoing challenges for the recruitment of a Community Services Manager and Infrastructure & Utilities Manager. Position will be readvertised on SEEK.
2. Temporary arrangements have been made to backfill position where there has been high demand of work.
3. Contract of Employment has been finalized for the Building Services Manager, Business Operations & Contracts Manager, Finance Manager. All candidates for promotions have accepted the positions with the requirement to enrol in learning and development courses and/or programs to occur within the probation period.
4. Existing Managers will commence performance appraisal and sign up to individual development plans.
5. The next phase is to review Positions Description and deploy staff to coordinators and team leader roles.