

ENHANCING AN ALREADY STRONG PERFORMANCE CULTURE

RADAR Change Management Project

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OVERVIEW



- Overview of Council / Culture
- Workforce Demographics
- Need for Change
- Change Management Process and Challenges
- Workforce Planning data



OVERVIEW OF CULTURE



RADAR

REVIEW, ACKNOWLEDGEMENT, DEVELOPMENT & RECOGNITION

Maroondah 2025

Council Plan

Service Delivery Plan

RADAR

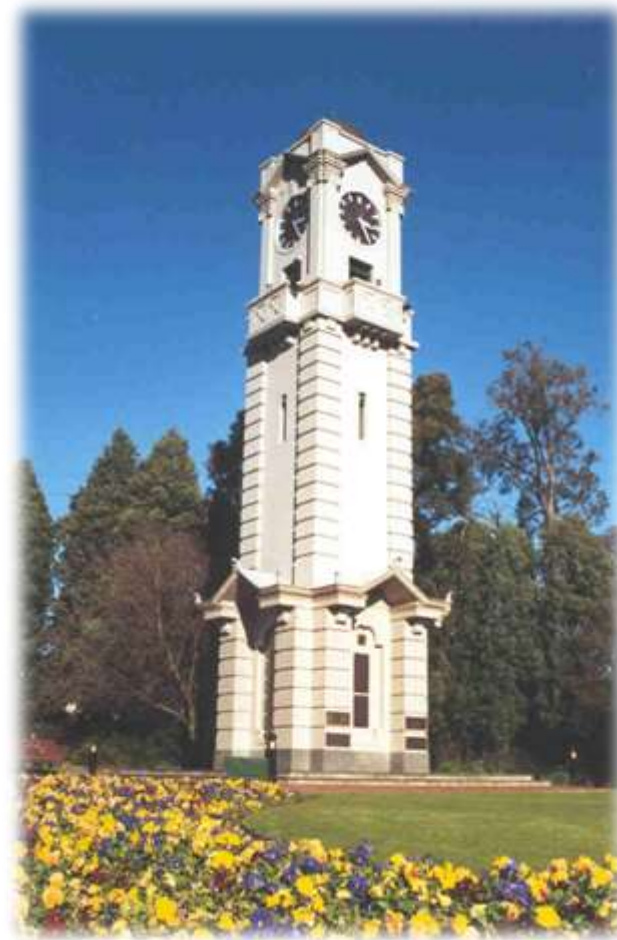
Individual Performance & Development Review

Review, Acknowledgement, Development and Recognition



OVERVIEW OF THE MAROONDAH COMMUNITY

- Maroondah City Council
 - is located 25 kms from the CBD
 - covers an area of 61.4 sq km
 - has a population of 102,432
 - has 6000 businesses including manufacturing and light industry
 - has 3 Wards, with each ward represented by three Councillors



OVERVIEW OF THE MAROONDAH CITY COUNCIL

- Maroondah City Council
 - Undertakes 44,000 rate assessments annually
 - Has an annual budget of \$97m (operating and capital)
 - Manages \$1.2b of infrastructure asset
 - Has \$40m of investments

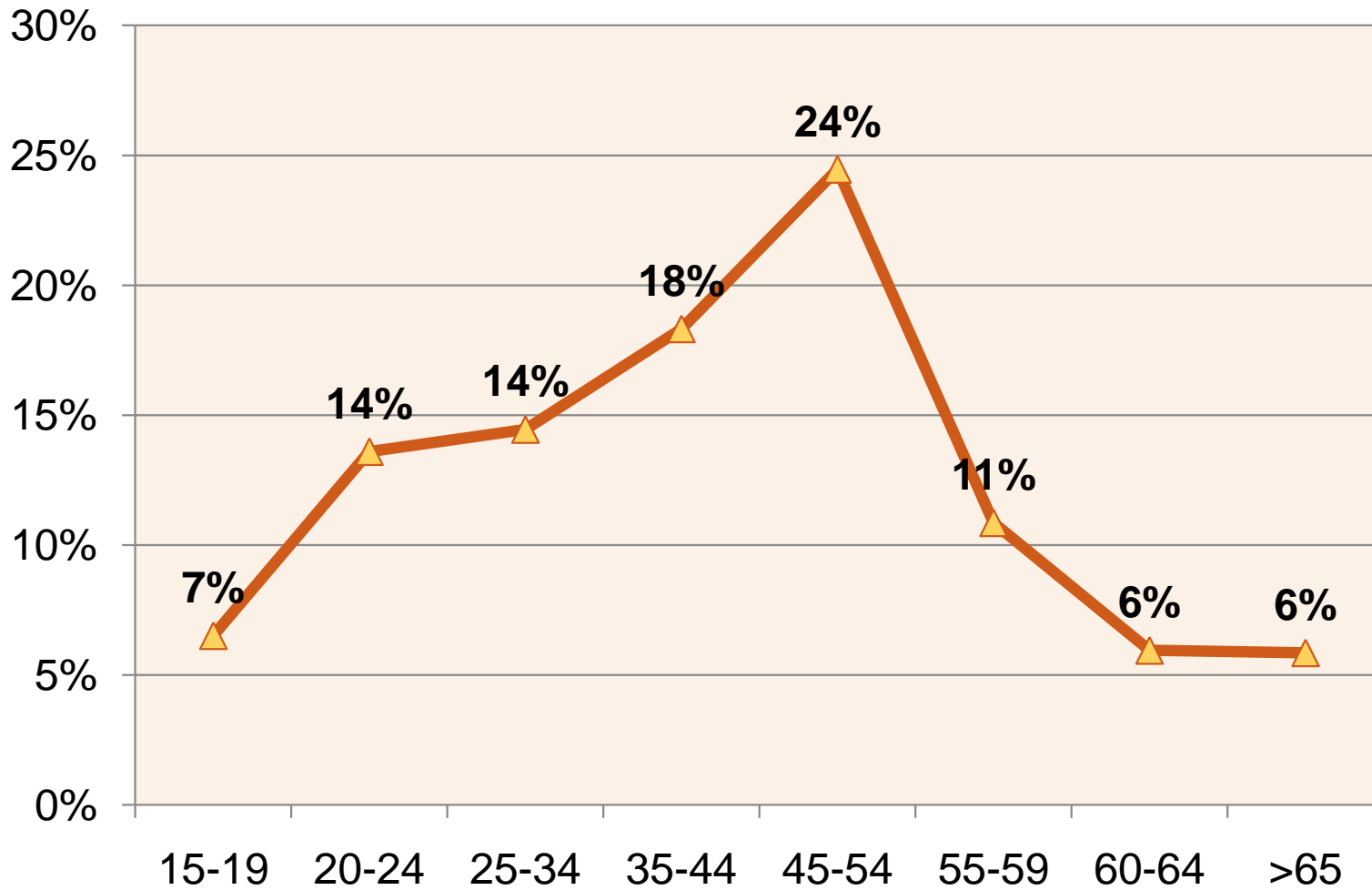


WORKFORCE DEMOGRAPHICS

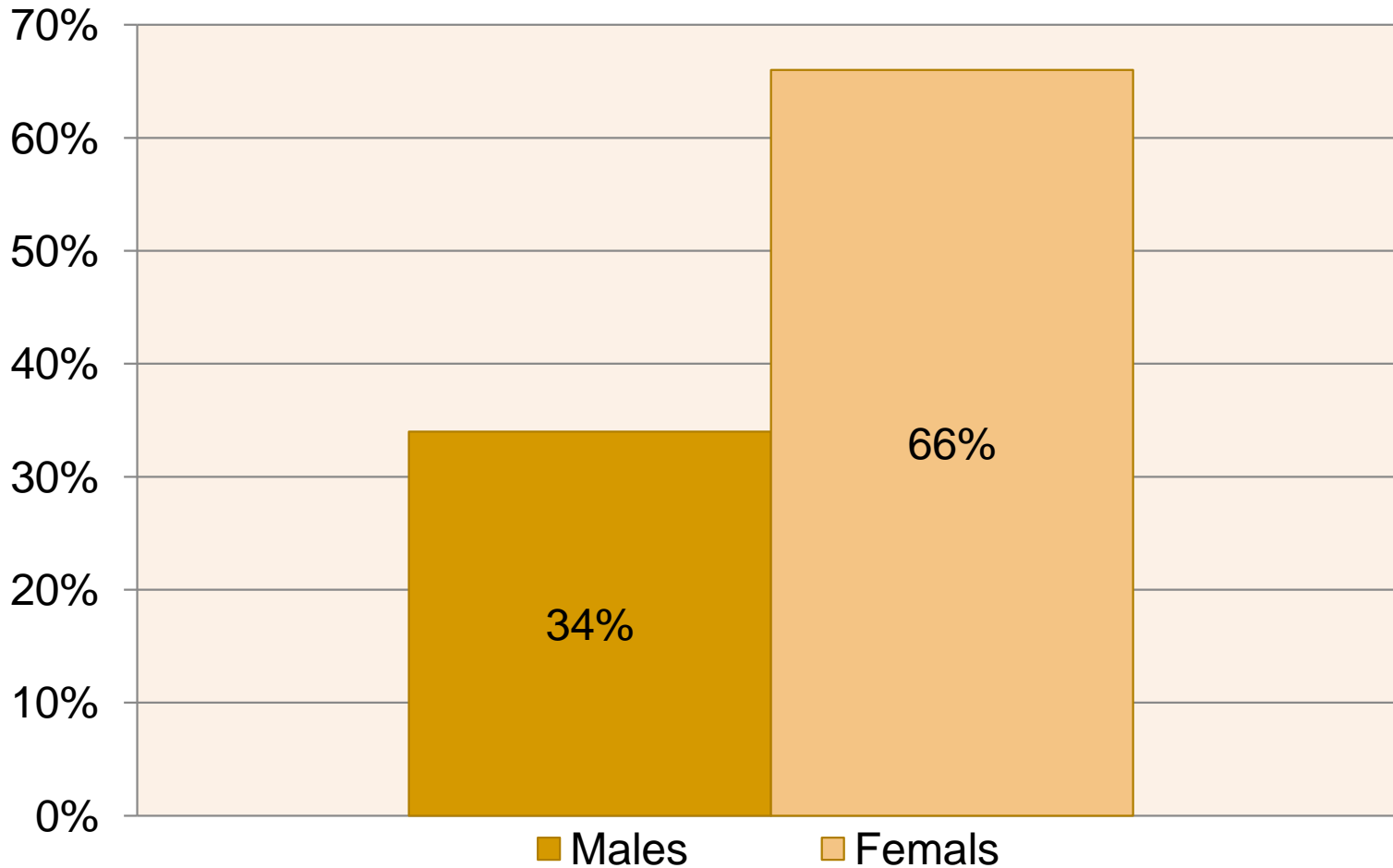
- Total Employees 1059
- EFT 449.10
- Contract positions 25
- Banded positions 958
- Leadership positions:
 - Level 1 – 1
 - Level 2 – 4
 - Level 3 – 18
 - Level 4 – 55



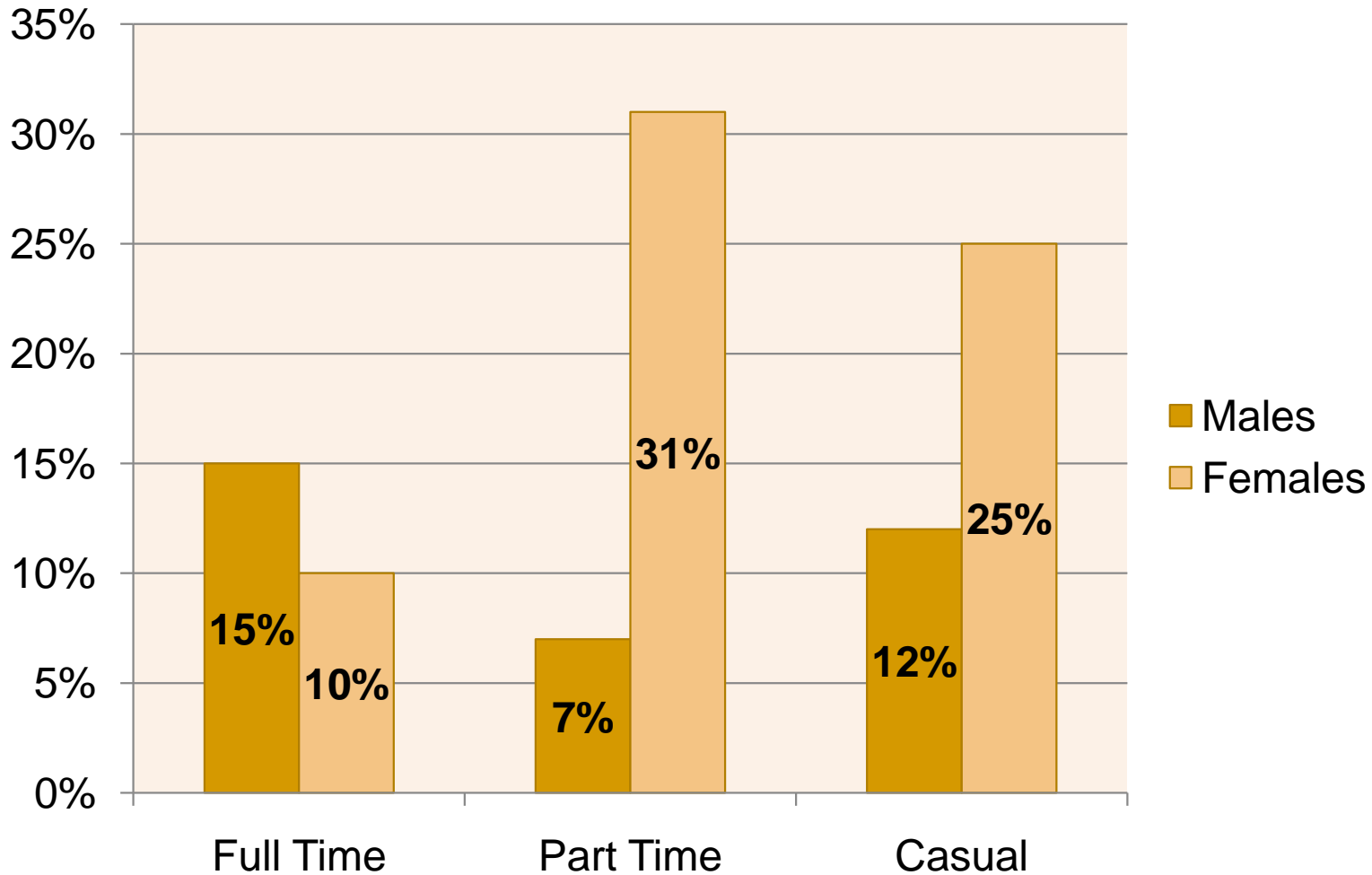
AGE DEMOGRAPHICS



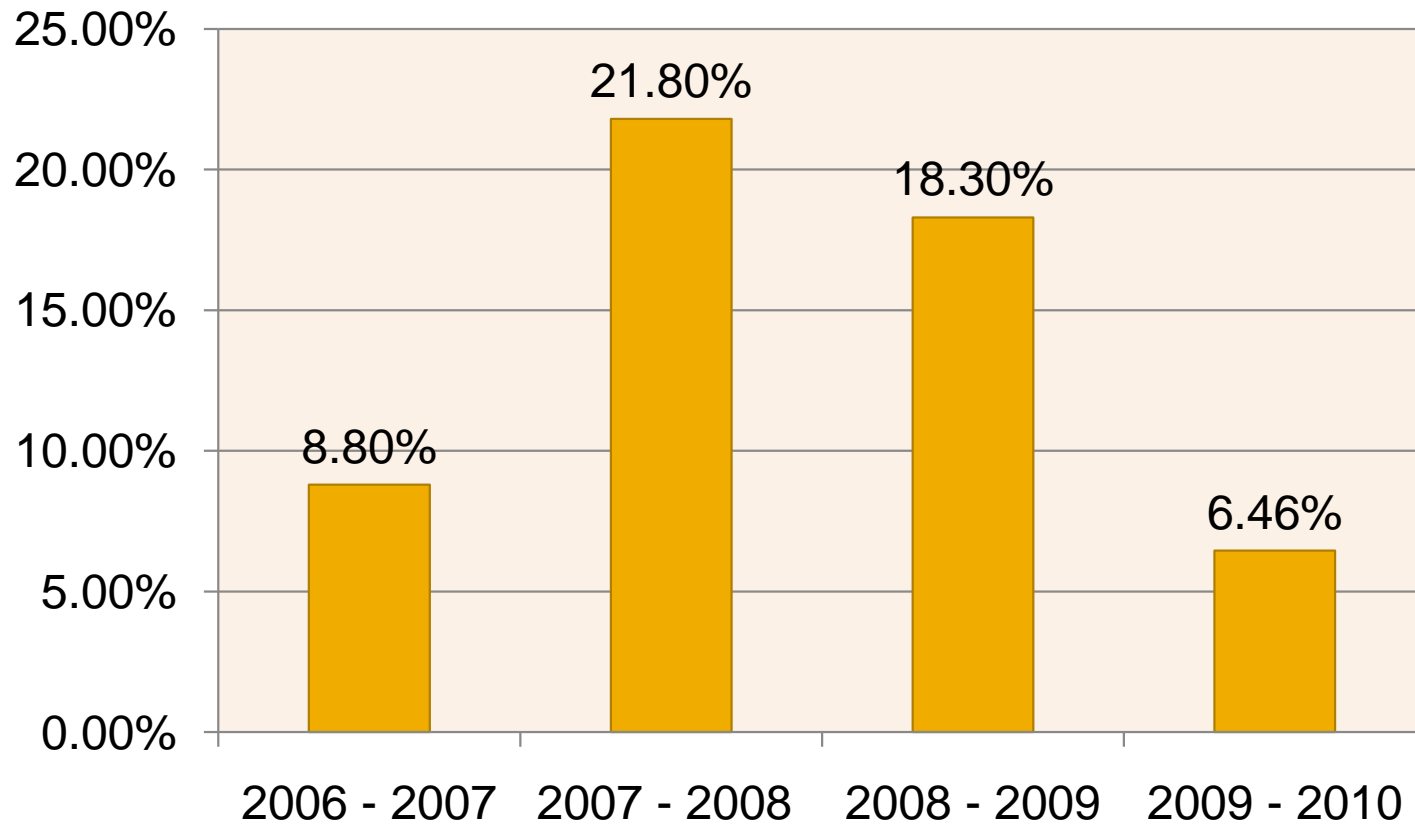
GENDER BREAKDOWN AT MAROONDAH CITY COUNCIL



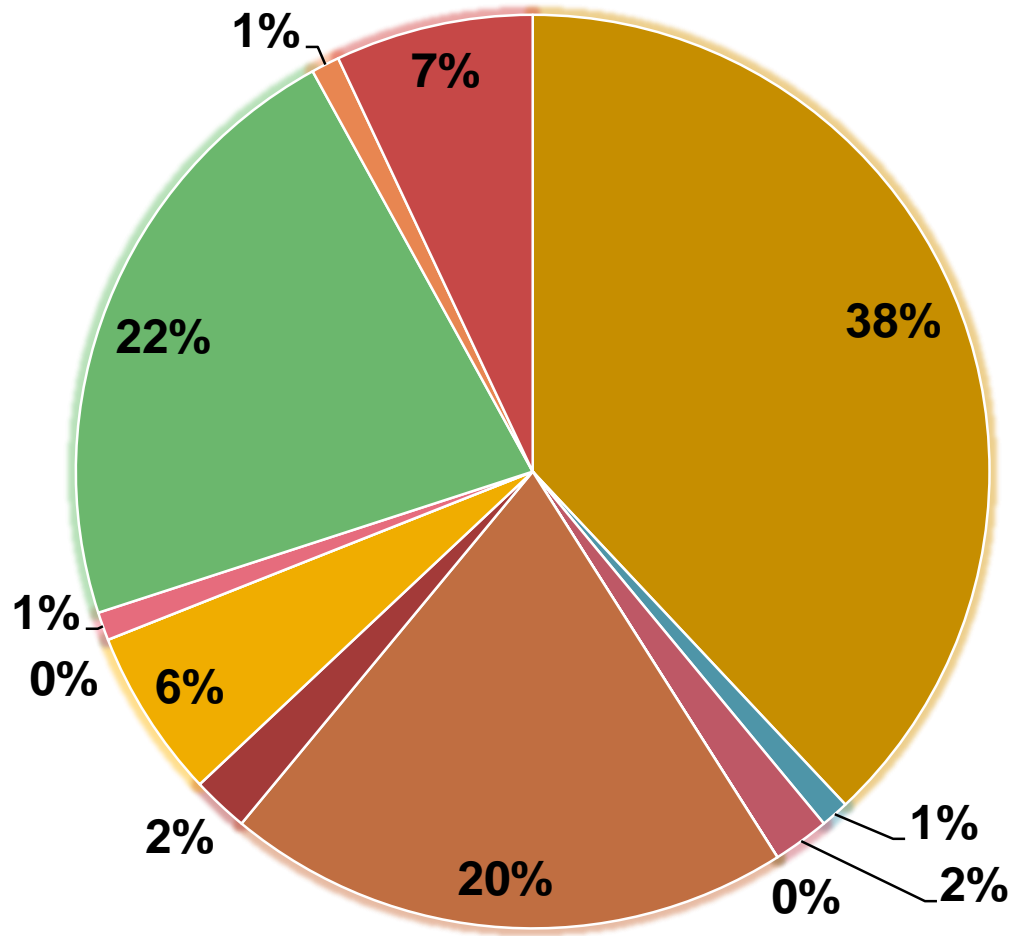
EMPLOYMENT CATEGORIES BY GENDER



EMPLOYEE TURNOVER



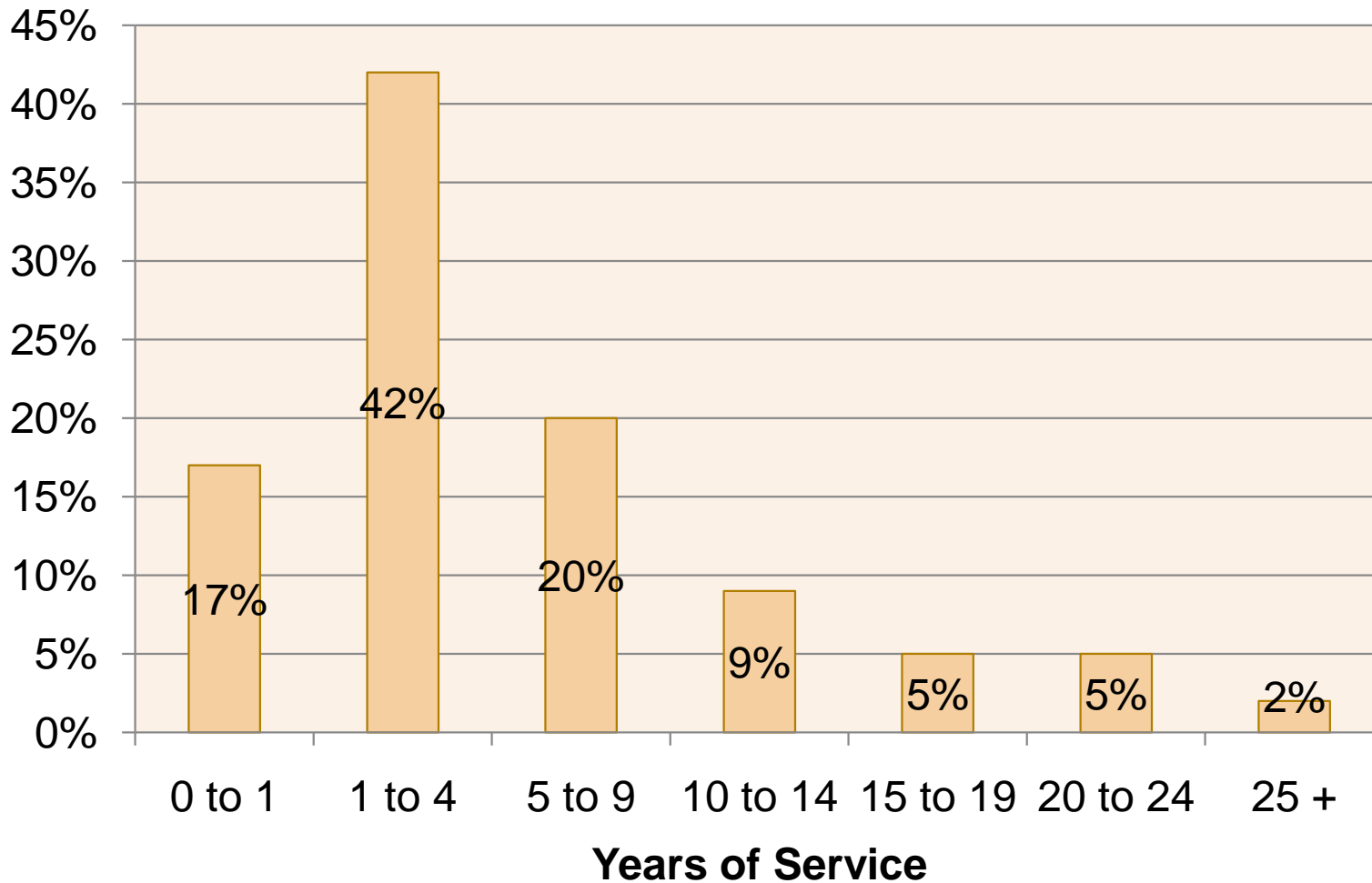
REASONS EMPLOYEE'S LEAVE



- Careers Advancement (i.e. Promotion or Salary Increase)
- Dissatisfaction with Job
- Dissatisfaction with Supervisor
- Dissatisfaction with Team
- Lifestyle Change
- Organisational Re-structure (i.e. Job Eliminated)
- Personal Reasons
- Recognition / Appreciation
- Redundancy
- Retirement
- Retrenchment
- Other



LENGTH OF SERVICE



PRE-RADAR

- Strong Policy Context
Organisationally including 35 –
HR Policies
- PDR –Performance,
Development and Review
process
- RARP – Reward and Recognition
Process



THE NEED FOR CHANGE

We needed to understand:

- what employees thought of the different processes
- the current systems and how they worked
- what other organisations were doing
- how a new system could look and work
- How we were going to measure success



EMPLOYEES INPUT

- **What employees thought of the different processes**
 - They loved the REV program and felt it should continue
 - They wanted a more consistent process between PDR and RARP
 - They wanted the RARP payment retained with consistency in how performance was evaluated
 - They didn't want two separate processes running 3 months apart
 - They wanted the performance evaluation and reward aligned to commercial outcomes



PROCESS MAPPING

- The current systems and how they worked
 - Understand all the different processes
 - How they worked
 - Where the linkages were
 - Understand who got what and when



RESEARCH

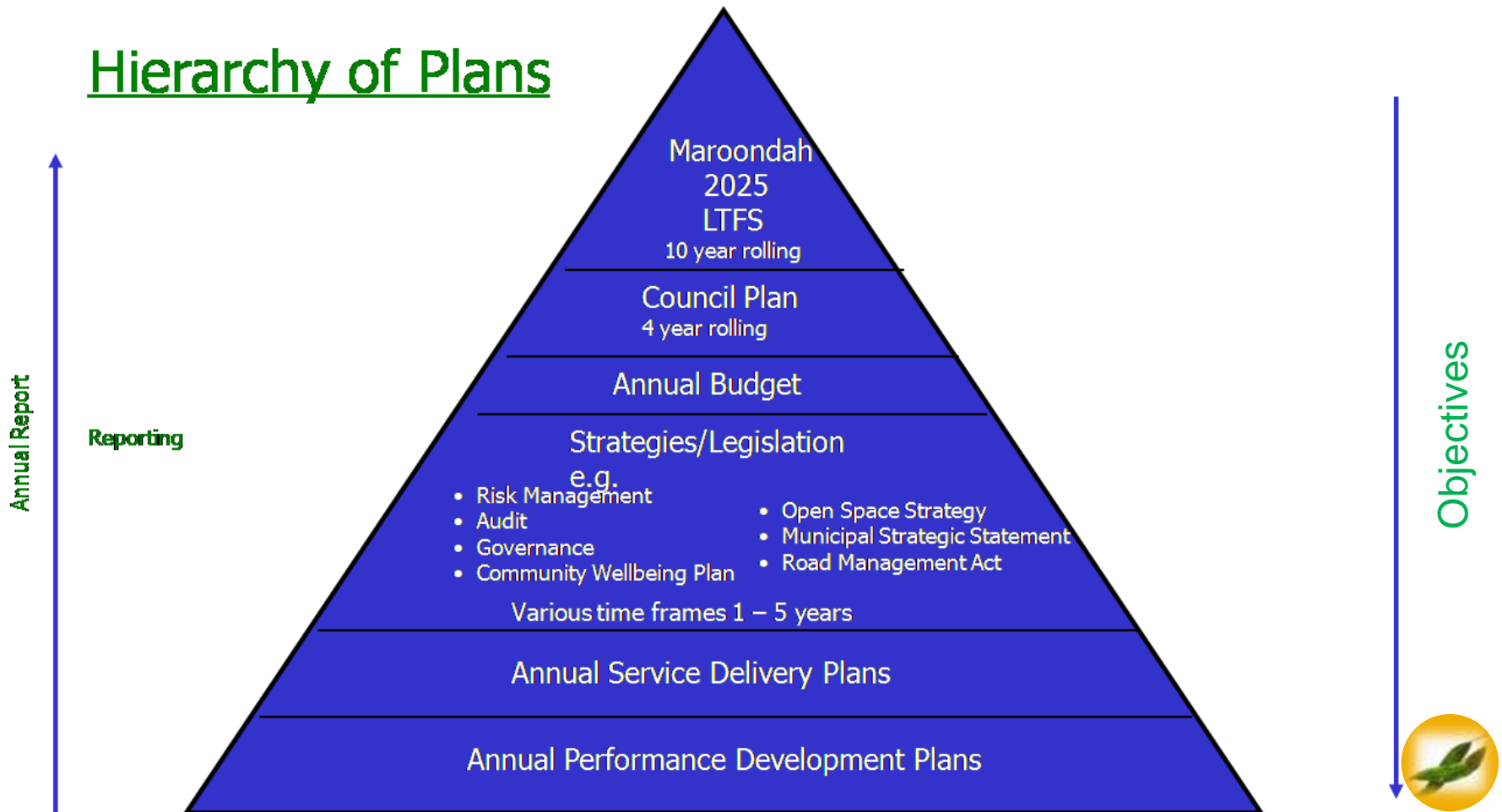
○ What other organisations were doing

- Research different models
- Benchmarked best practice
- Identified constraints
- Organisational Linkages

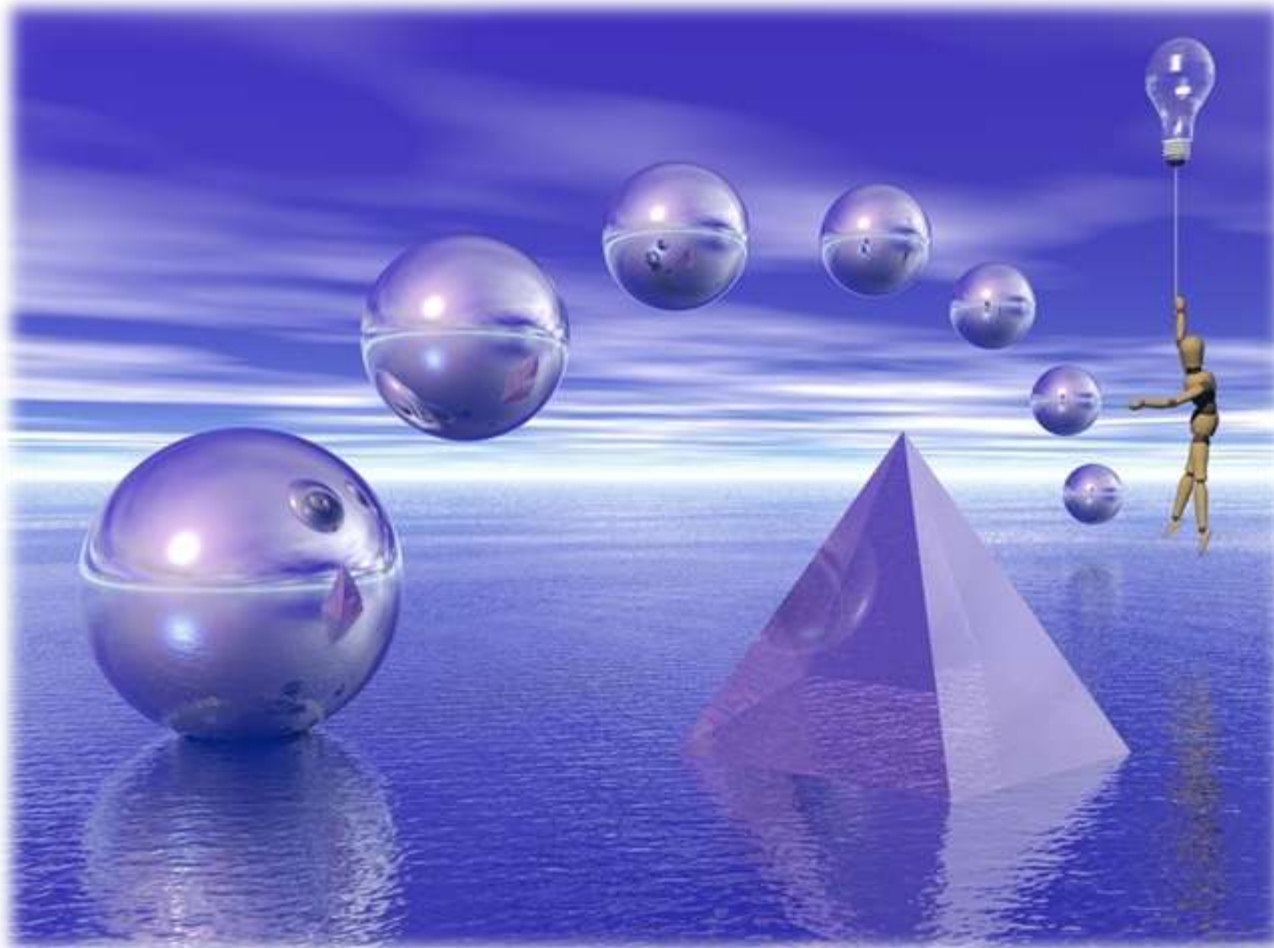


ORGANISATIONAL LINKAGES

Hierarchy of Plans



PROCESS DESIGN



WHAT WE WANTED

- Consistent Recognition and Reward Process
- A process that links performance to rewards
- More appreciative culture
- Feedback
- Management accountability
- Linking organisational and individual objectives
- Consistent feedback
- Identified, nurtured and retain high performing employees
- Training in performance reviews and feedback



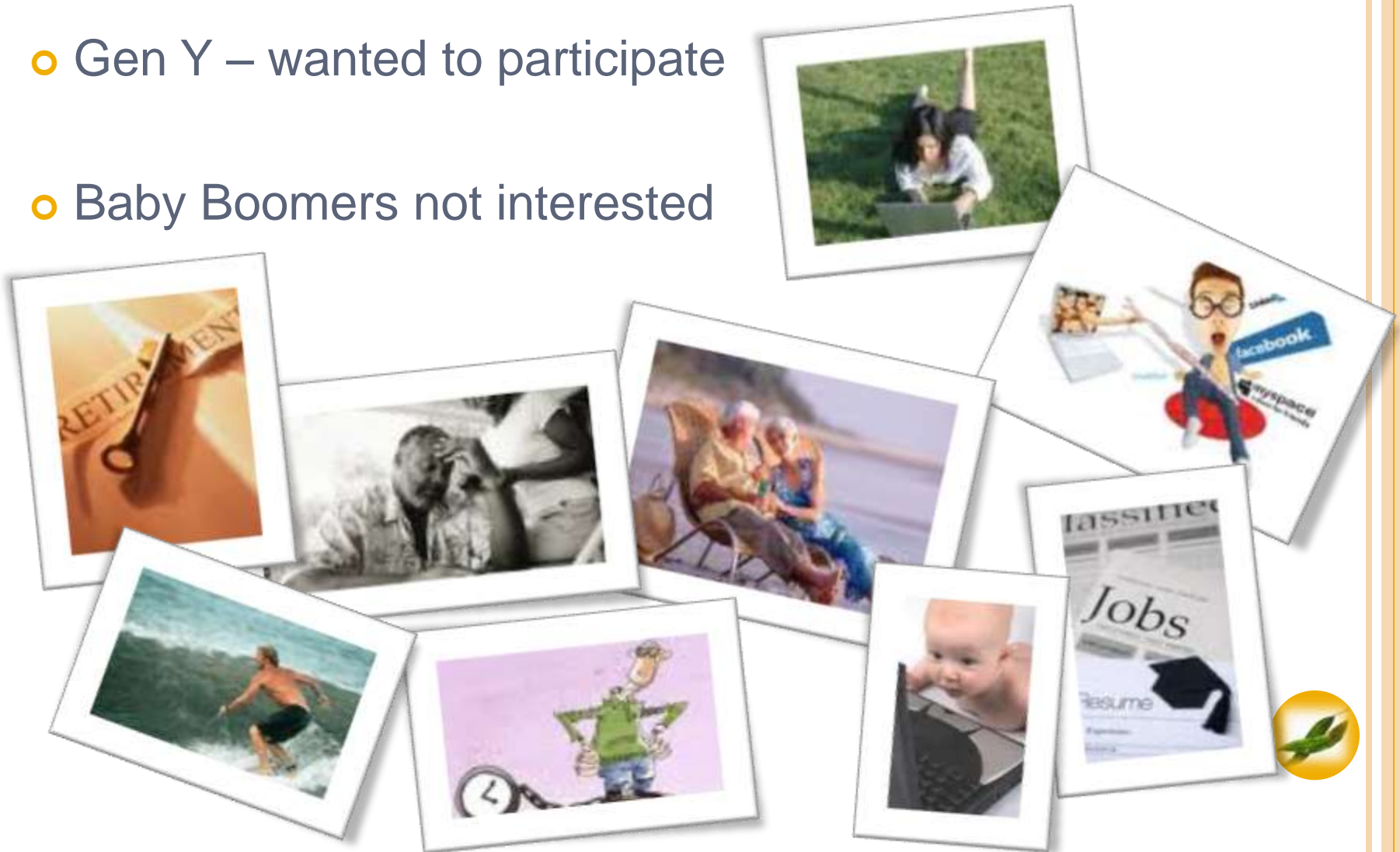
WHAT WE WANTED

- Consistency
- Simplified and streamlined process
- Link performance with rewards in one process
- Role clarity
- Compliance
- Simple and user friendly
- Fair and transparent system
- Sell the benefits of performance appraisals
- Formal communication
- Full participation



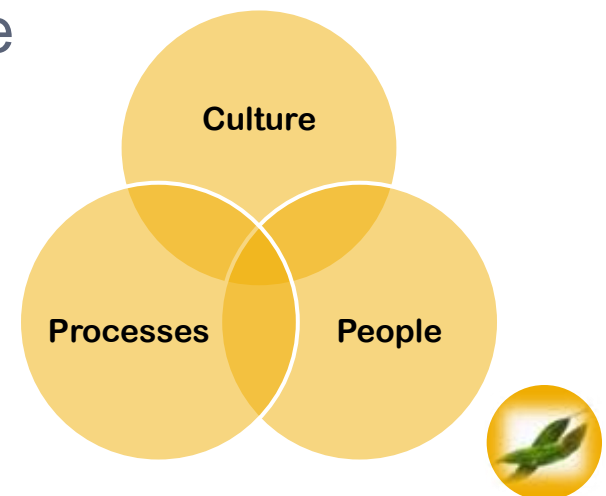
PROCESS ANALYSIS

- Gen Y – wanted to participate
- Baby Boomers not interested



MANAGING THE CHANGE

- Thoughtful planning and sensitive implementation
- Consultation and involvement
- Identifying key changes
- Involvement of senior managers, to drive the process and manage the resistance



CHANGE MANAGEMENT CHALLENGES



- Too many changes
- Understanding the importance of Performance Reviews
- Supervisory training to ensure process understanding
- Recognising the organisational right to expect good performance



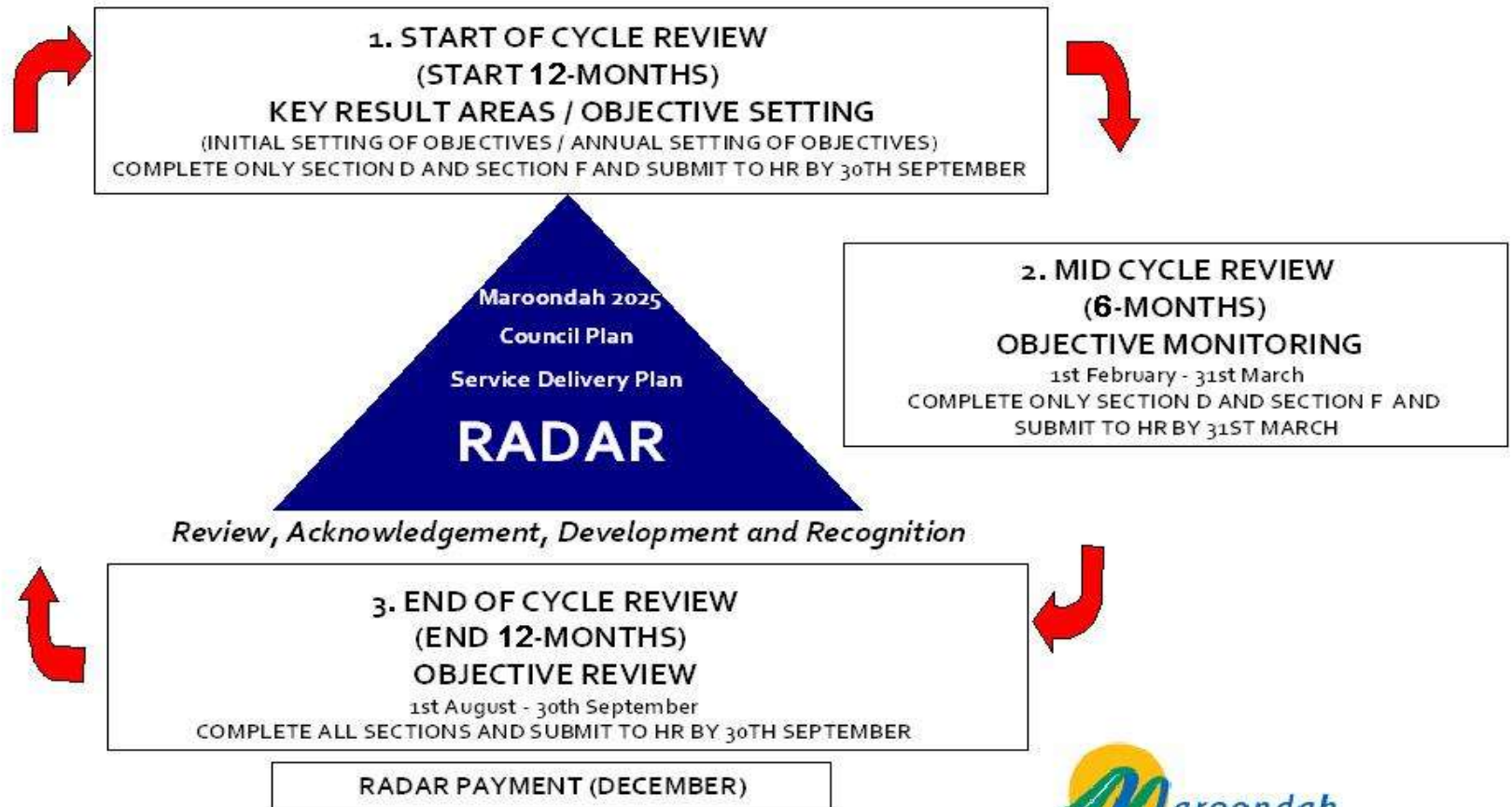
CHANGE MANAGEMENT OPPORTUNITIES

Solutions:

- Job families with consistent KRA's for routine positions
- Education on conducting a performance review
- Selling benefits to supervisory level staff, including
 1. RADAR is only one form
 2. Performance Review and RARP now one process
 3. Only one formal meeting annually
 4. Only certain sections of the completed form to be sent to HR



RADAR CYCLE



PROCESS REVIEW AND EVALUATION

Measure of Success

- Increased employee participation

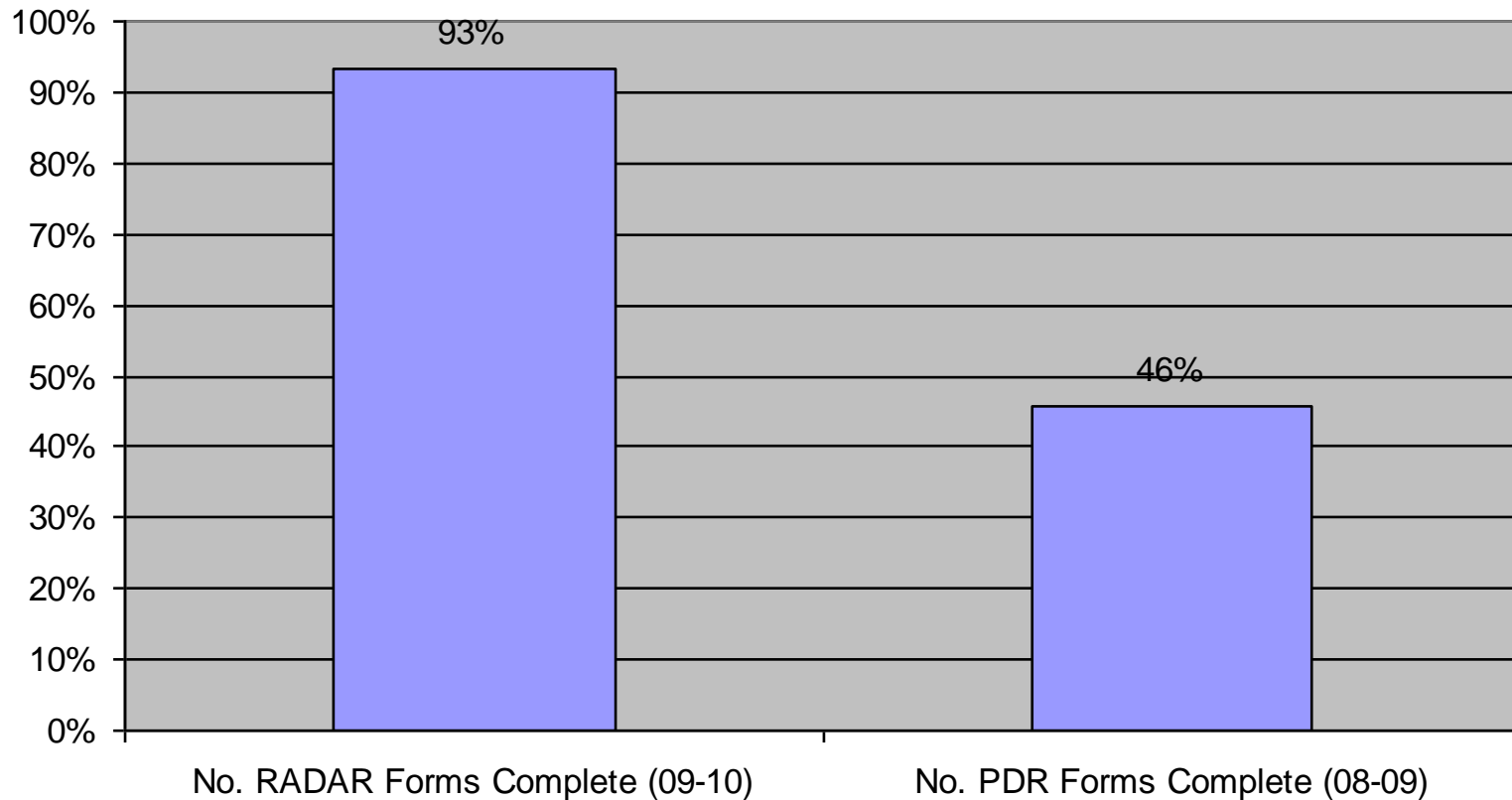
Next Steps

- project review and refinements
- View to further streamlining the process for increased ease and efficiency using an online Performance Development and Planning Tool.
- Stats on completion rates before and after RADAR
- Ability to link with Succession, Mentoring Programs etc



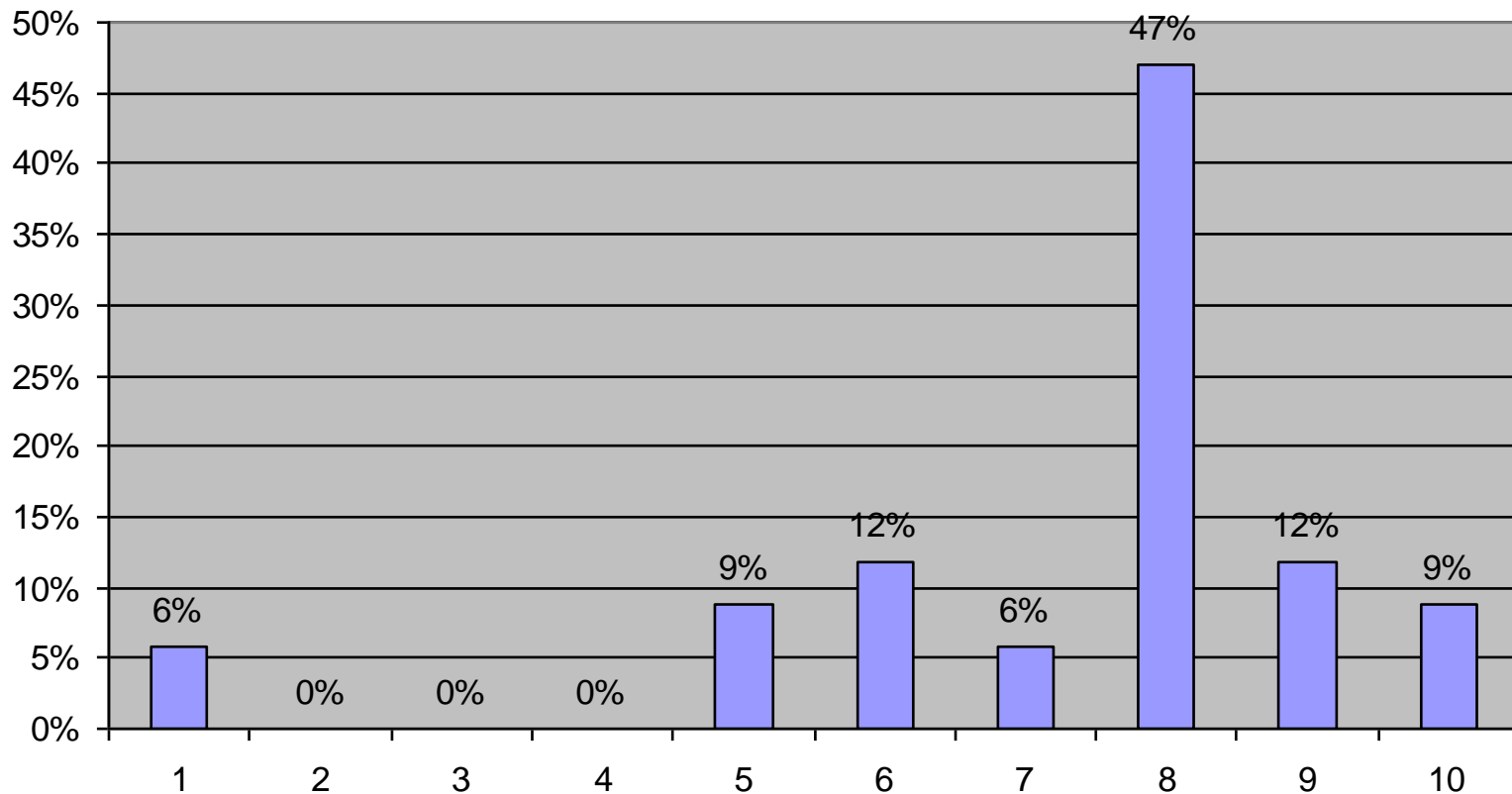
COMPLETION RATES

Maroondah City Council (RADAR V's PDR Completion Rate)



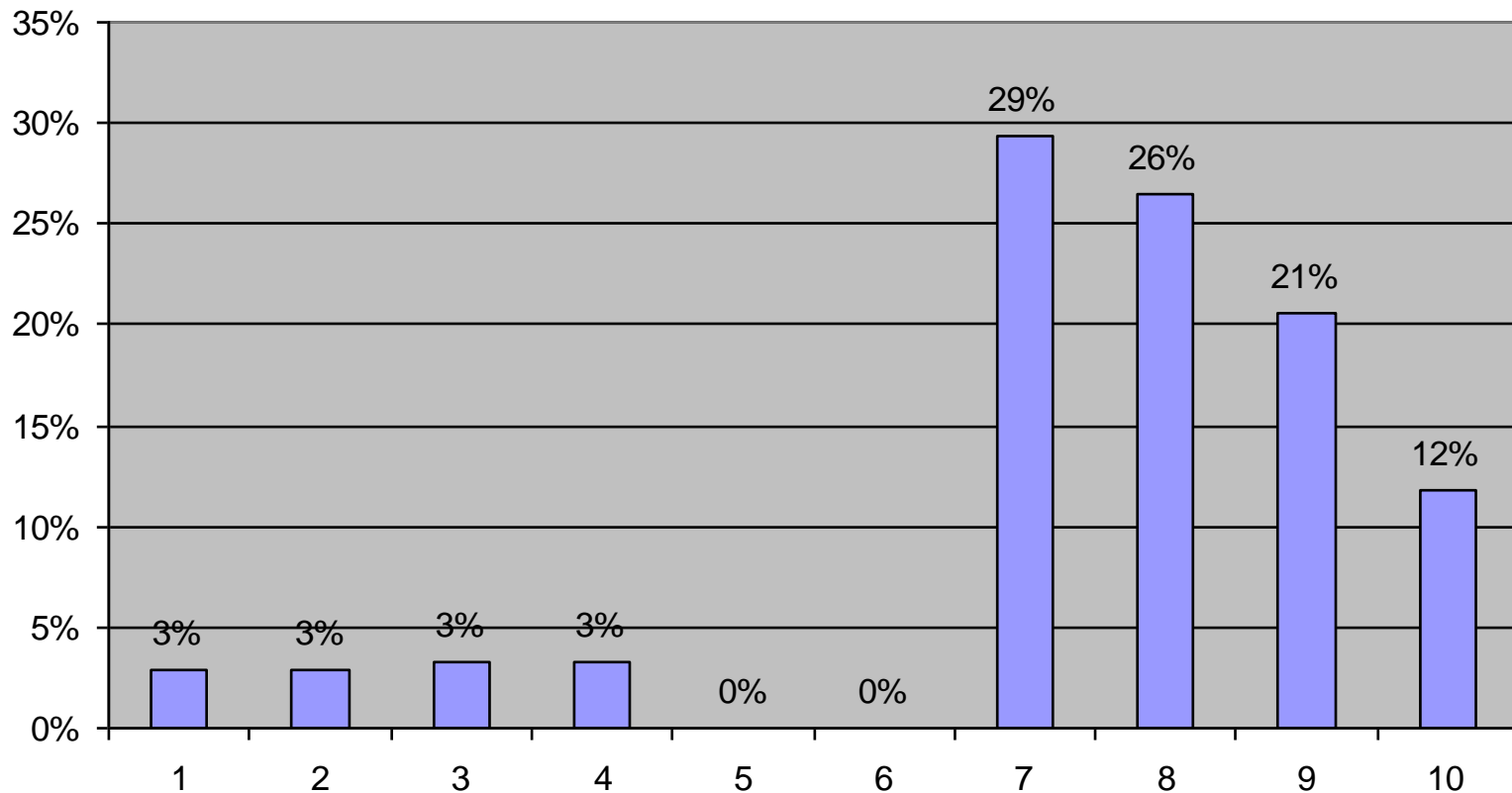
JOB SATISFACTION

Maroondah City Council Job Satisfaction Level 2010



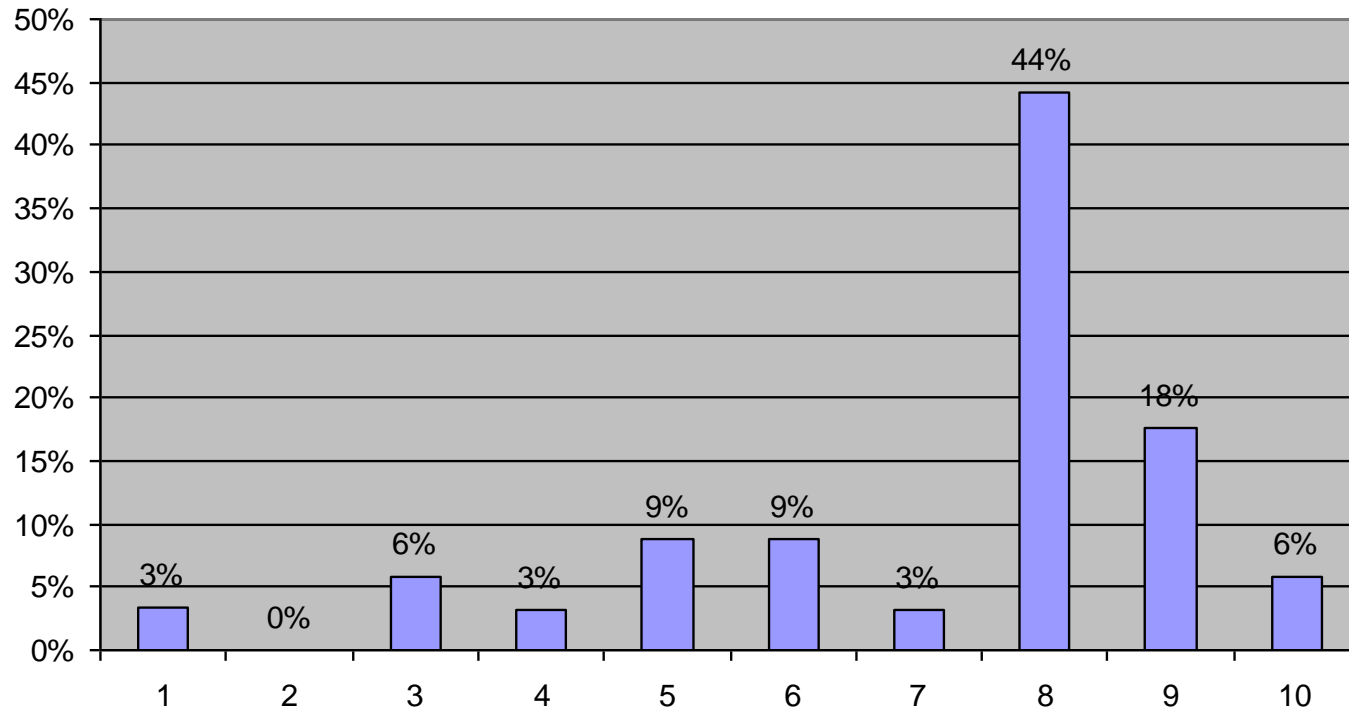
TEAM SATISFACTION

Maroondah City Council Team Satisfaction Level 2010



ORGANISATION SATISFACTION

Maroondah City Council Organisational Satisfaction Level 2010



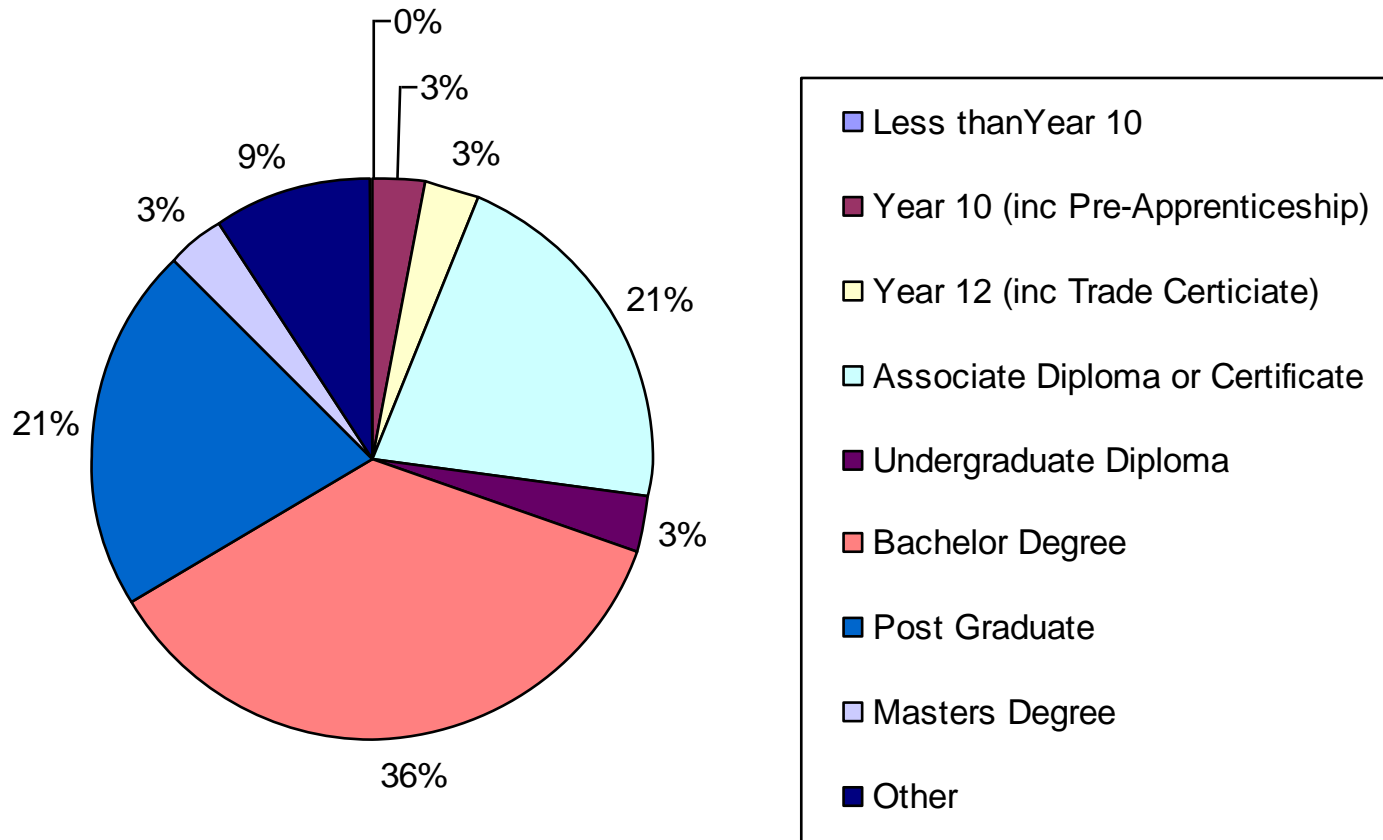
1 = extremely dissatisfied

10 = very satisfied



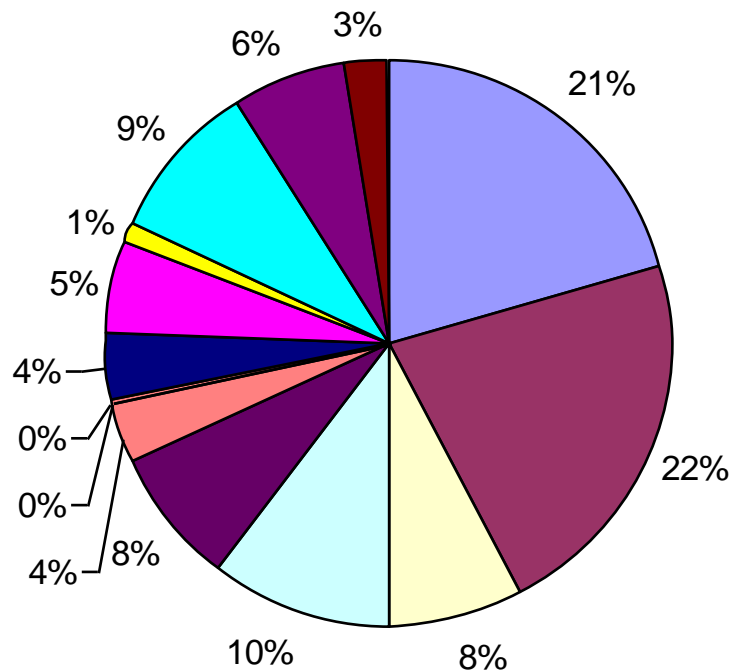
HIGHEST QUALIFICATION

Maroondah City Council Highest Qualification Level 2010



CAREERS OPTIONS

Maroondah City Council Career Options 2010

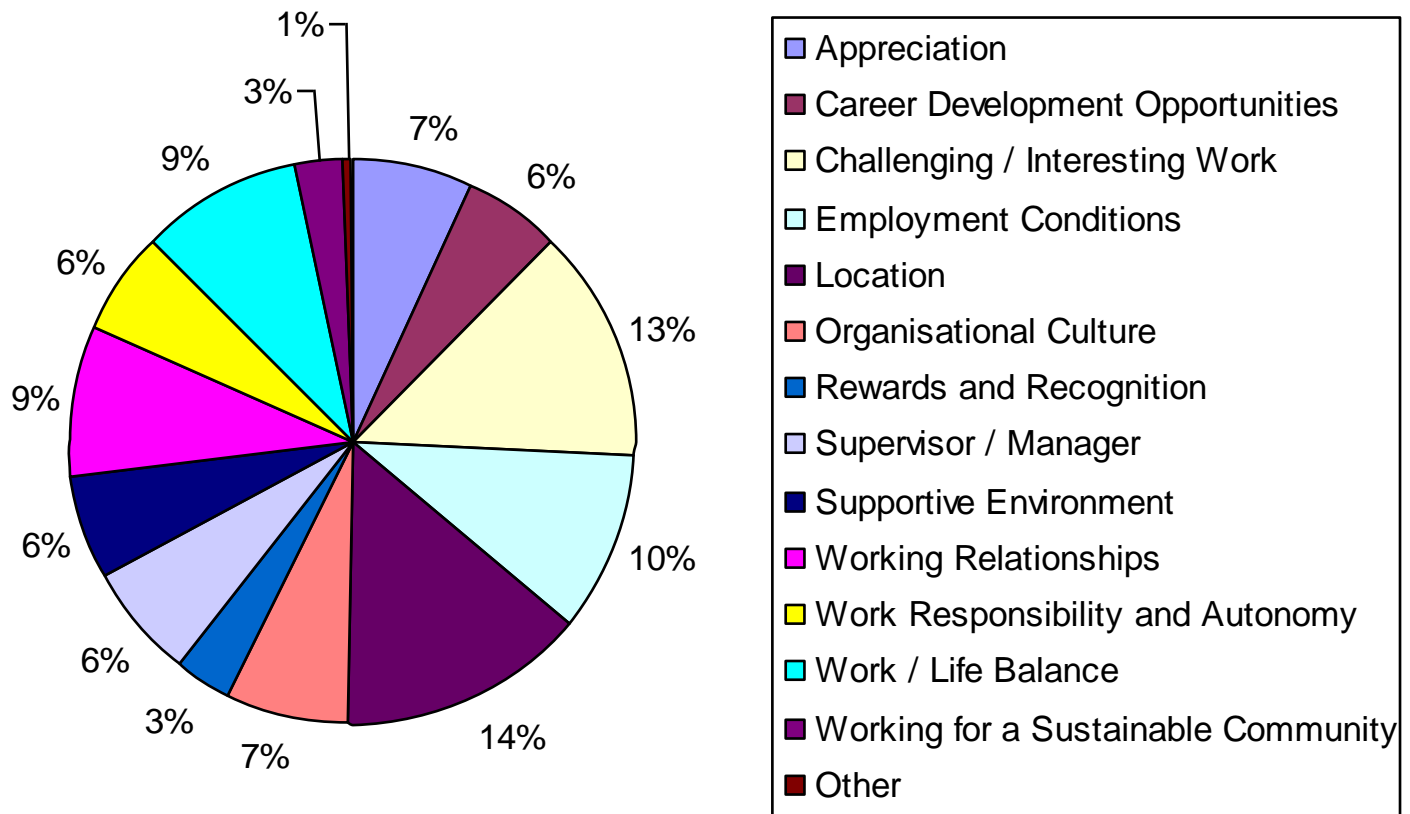


- Remain in current role
- Enrichment - develop in current role
- Exploration - test options
- Vertical - seek promotion
- Lateral - sideways move
- Re-location - change of work area
- Re-alignment - moving down
- Re-direction - change of career
- Proposal - create new job
- External Vertical or Lateral
- Mentoring
- Coaching
- Volunteering
- Other



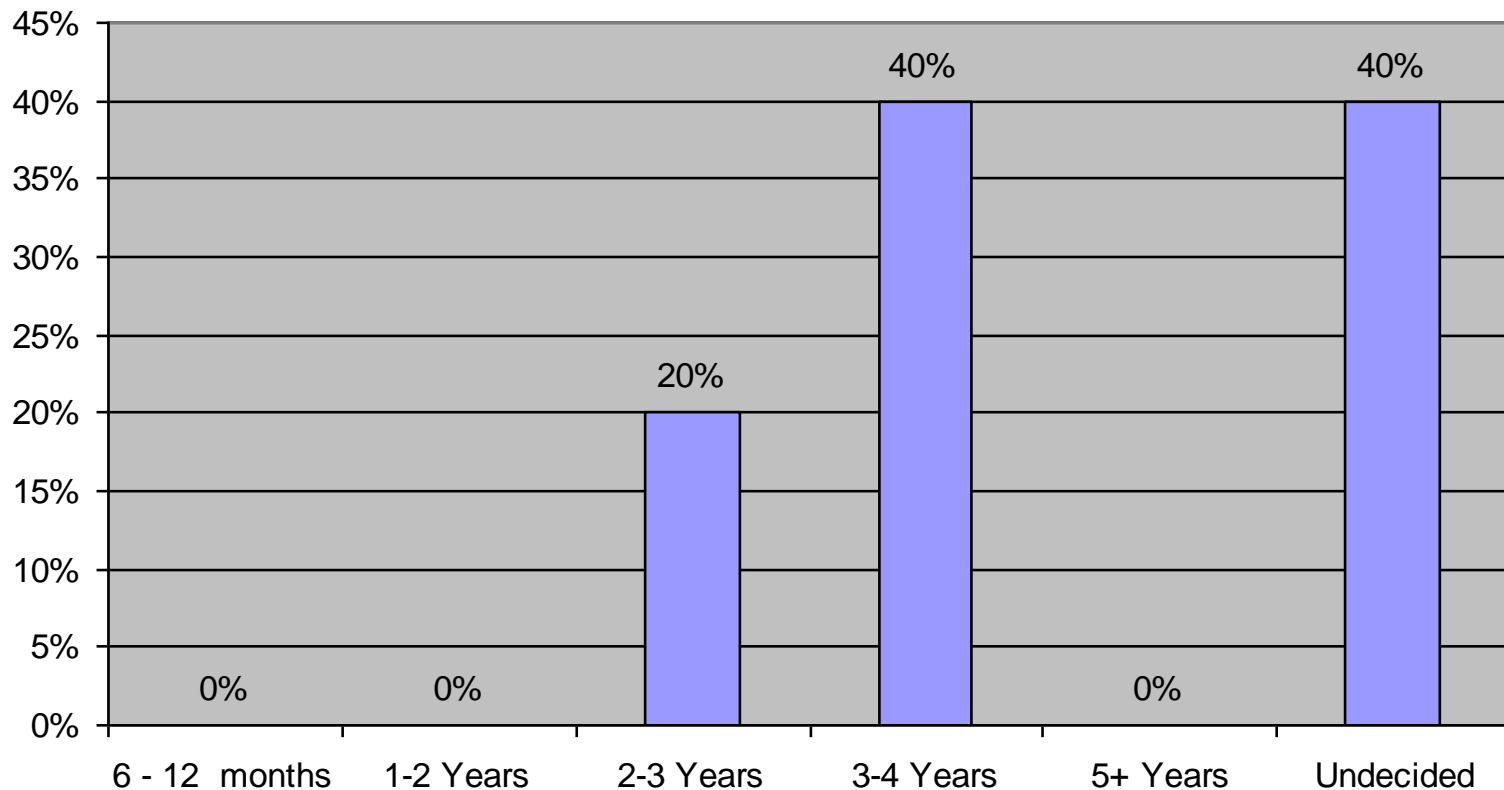
REASONS FOR WORKING AT COUNCIL

Maroondah City Council Reason for Working at Council



ANTICIPATED LENGTH OF SERVICE

Maroondah City Council Anticipated Length of Service 2010





QUESTIONS?

