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 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
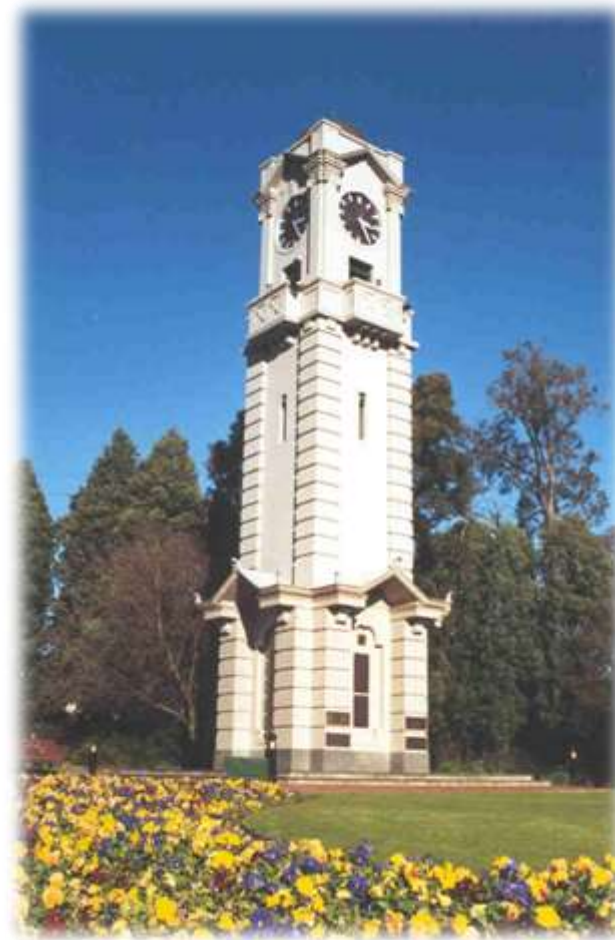
OVERVIEW OF THE MAROONDAH CITY COUNCIL

- 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
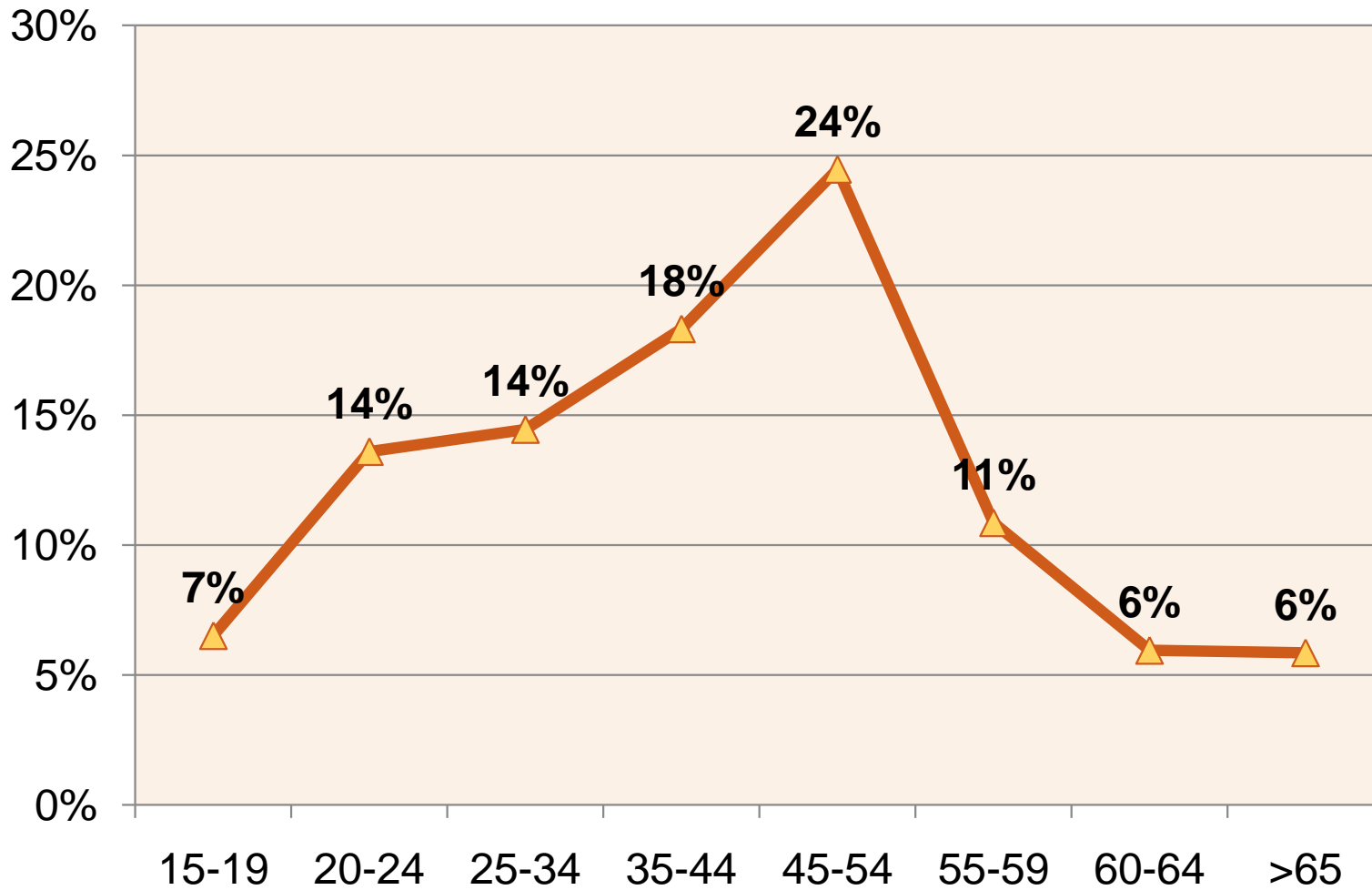
WORKFORCE DEMOGRAPHICS

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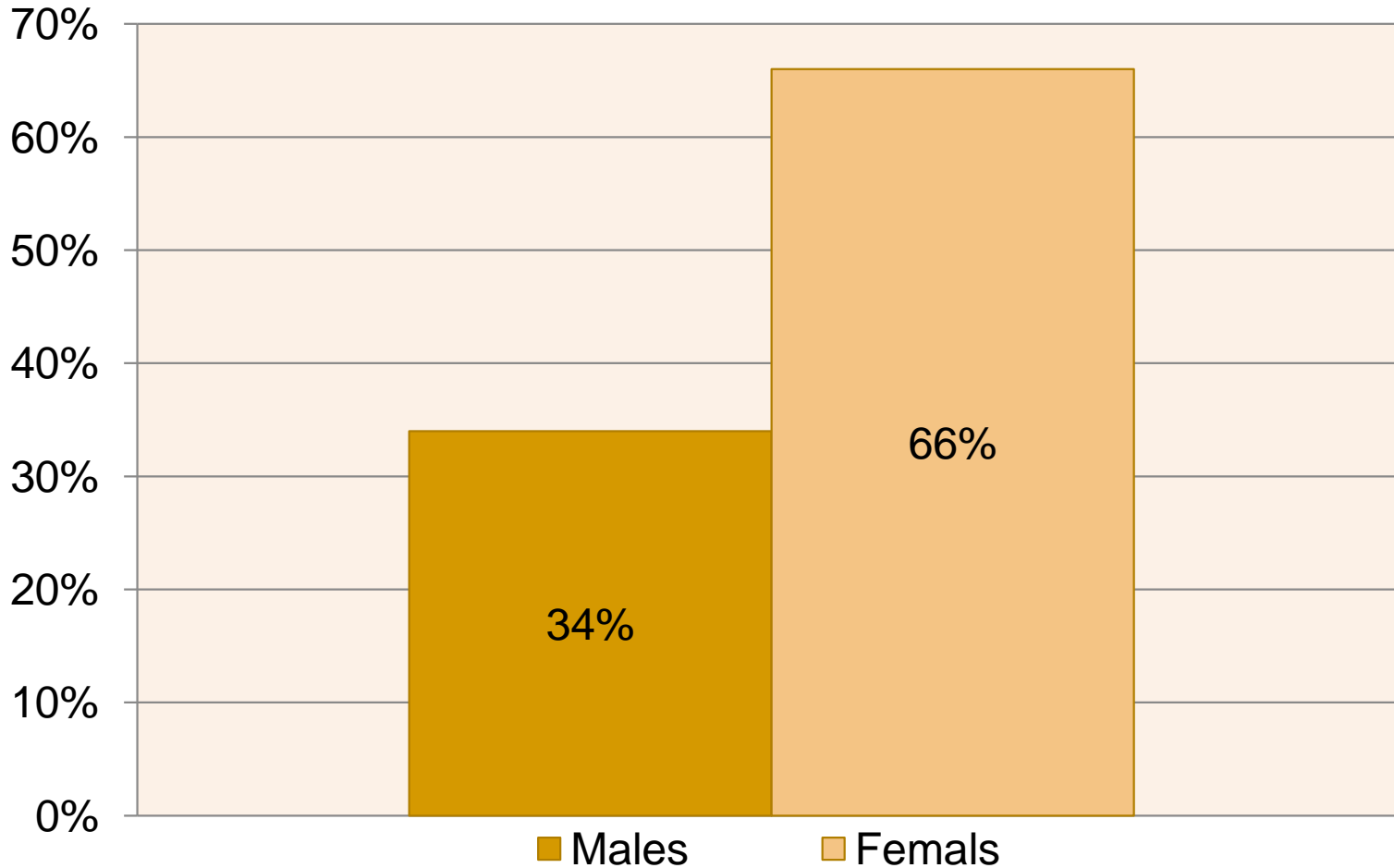   - Level 2 – 4
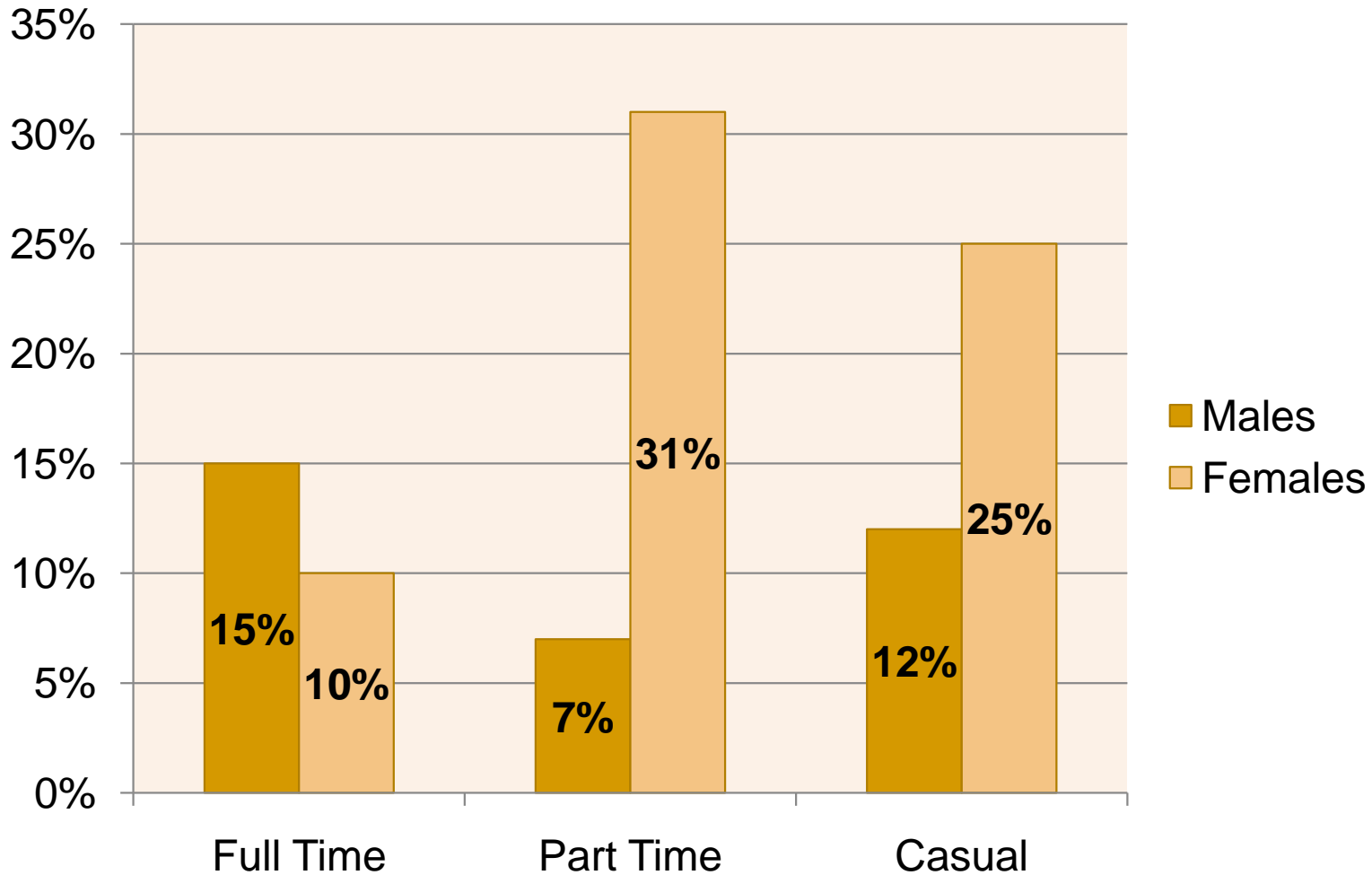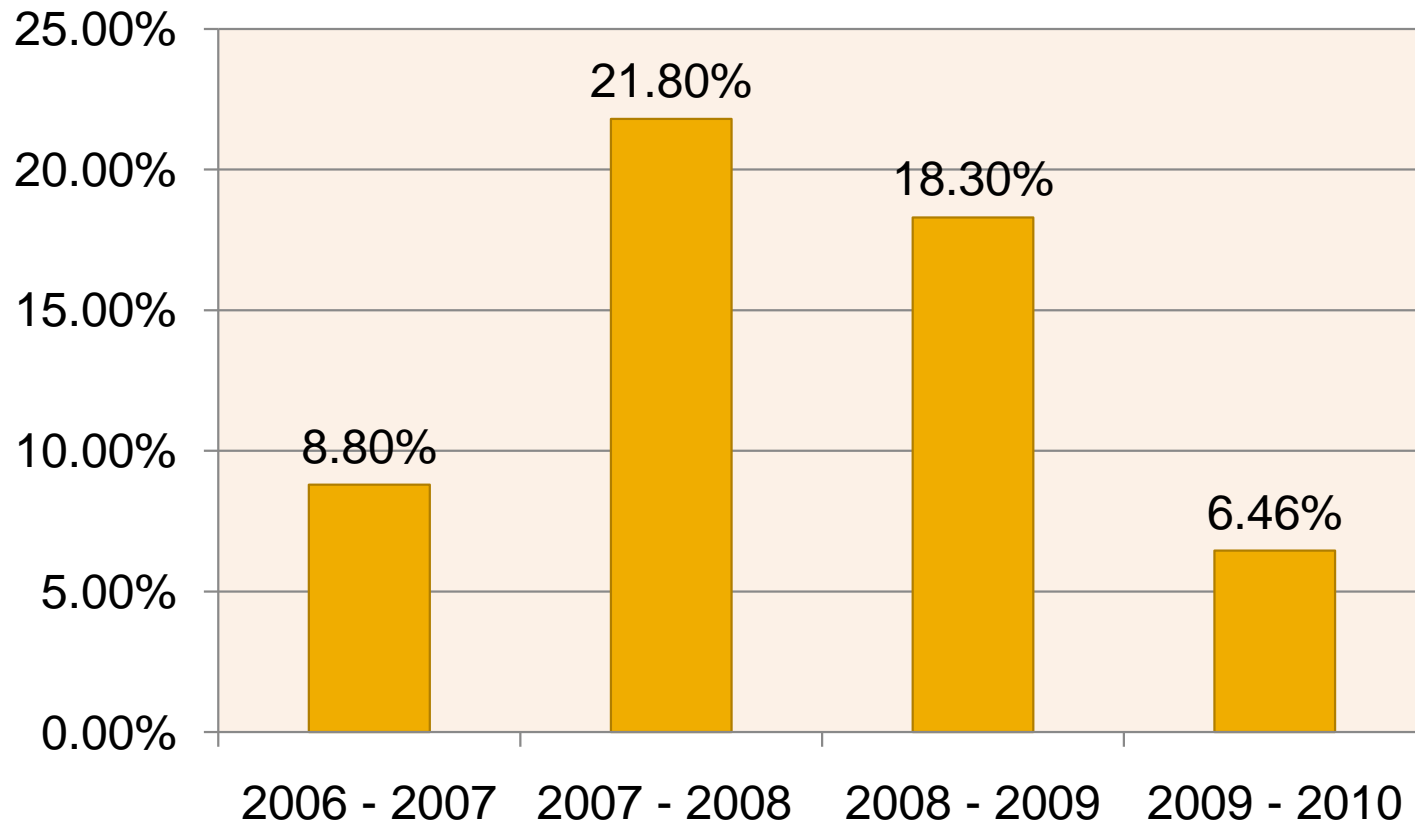   - Level 3 – 18
    - Level 4 – 55

Age Demographics

Gender breakdown at Maroondah City Council

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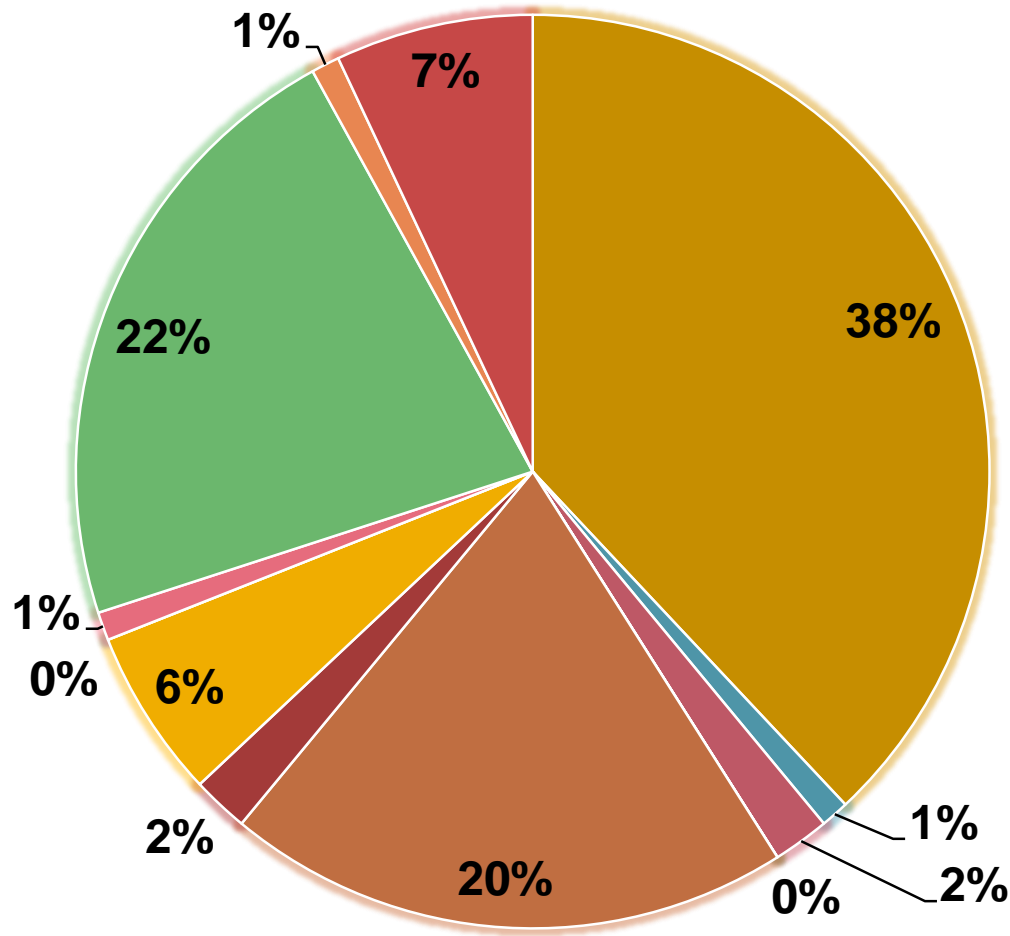
- Careers Advancement (i.e Promotion or Salary Increase)
- Dissatisfaction with Job
- Dissatisfaction with Supervisor
- Dissatisfaction with Team
- Lifestyle Change
- Organisational Re-structure (i.e. Job Eliminated)
- Personal Reasons
- Recognition / Appreciation
- Redundancy
- Retirement
- Retrenchment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

LENGTH OF SERVICE
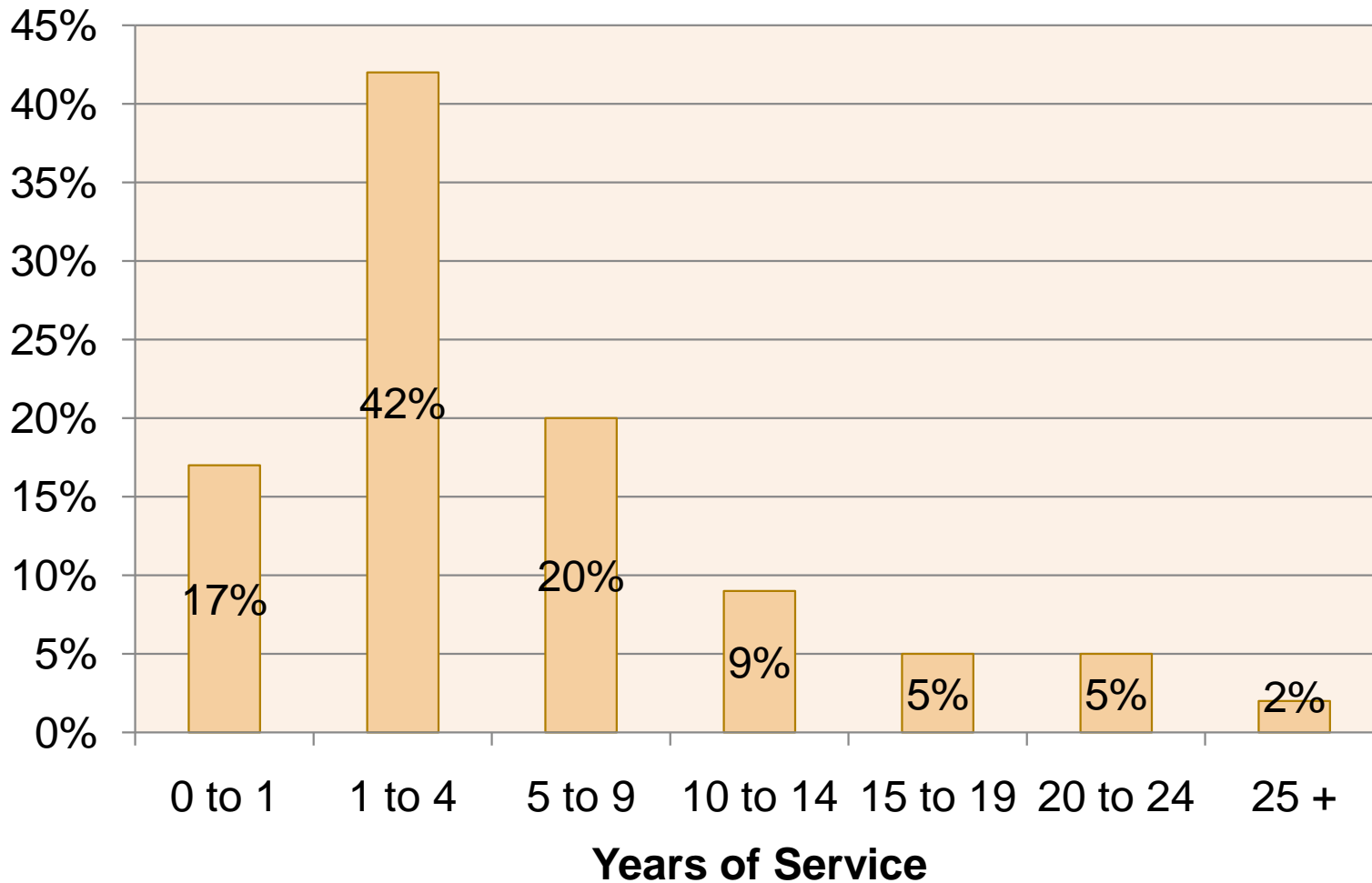
PRE-RADAR

- 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

- **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 where

- Understand who got what and when
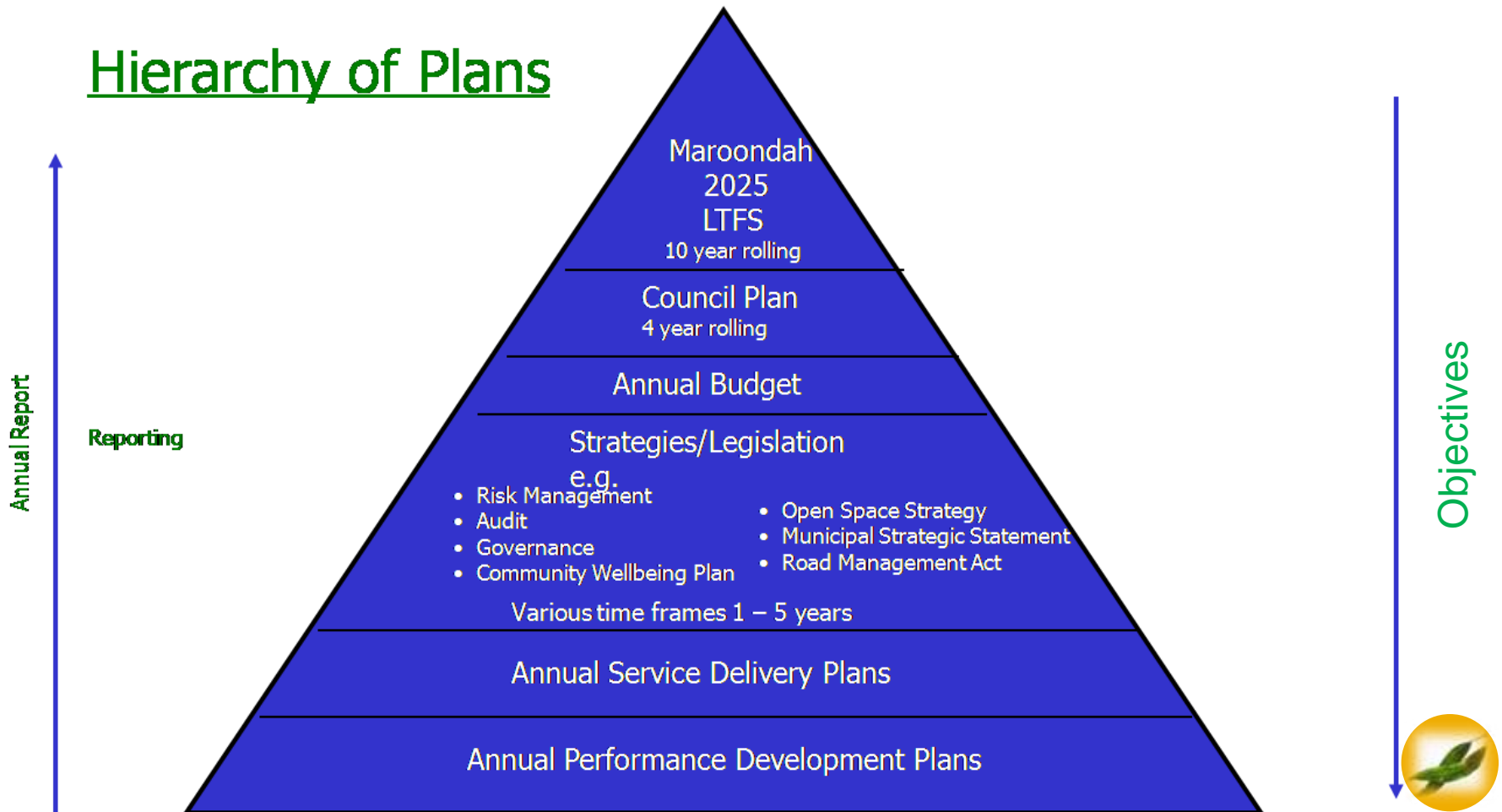
○ **What other organisations were doing**

- Research different models

- Benchmarked best practice

- Identified constraints

- Organisational Linkages

ORGANISATIONAL LINKAGES

Hierarchy of Plans

Annual Report

Reporting

Objectives

Maroondah 2025
LTFS
10 year rolling

Council Plan
4 year rolling

Annual Budget

Strategies/Legislation e.g.
- Risk Management
- Audit
- Governance
- Community Wellbeing Plan
- Open Space Strategy
- Municipal Strategic Statement
- Road Management Act

Various time frames 1 – 5 years

Annual Service Delivery Plans

Annual Performance Development Plans

PROCESS DESIGN
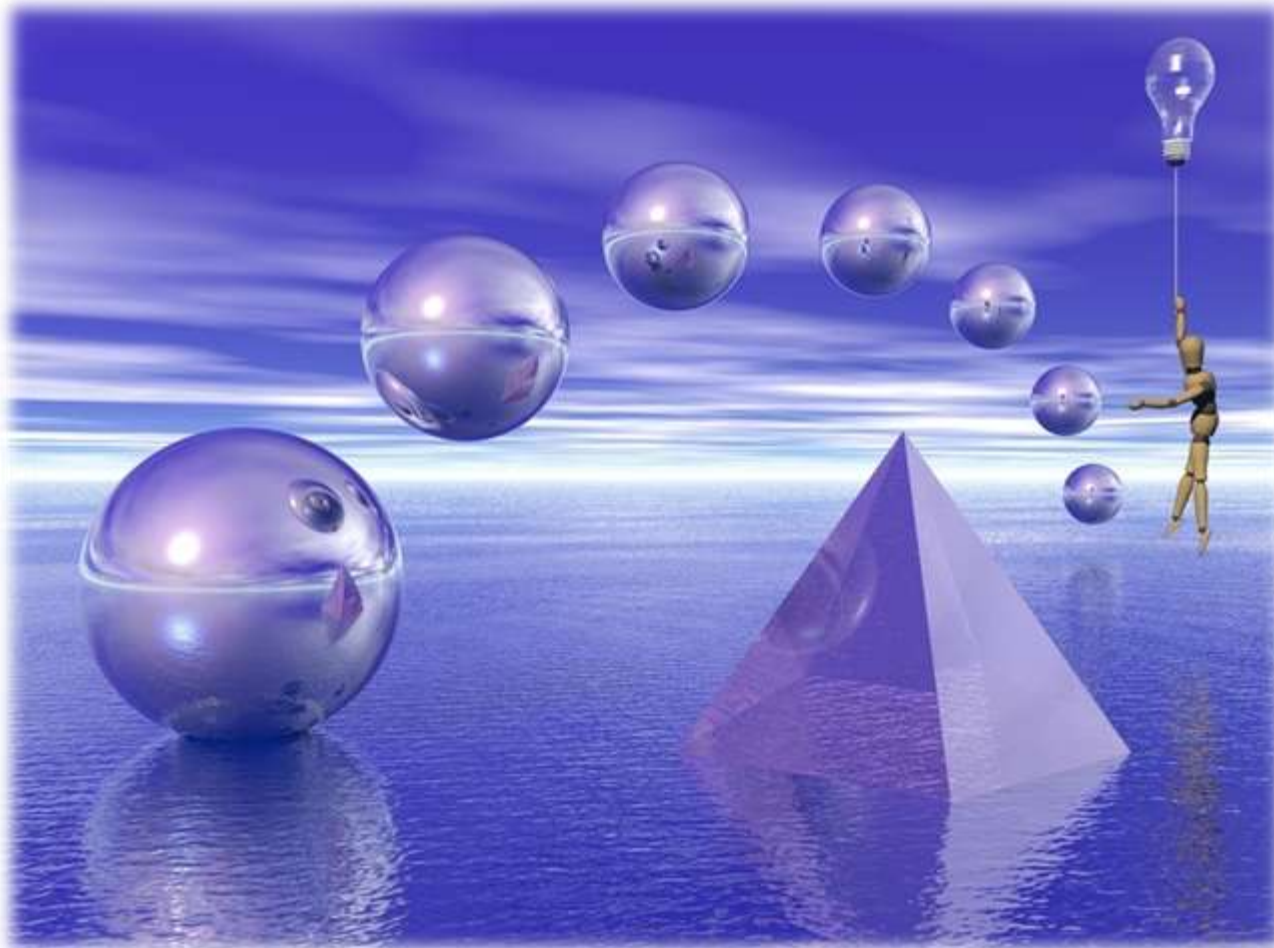
WHAT WE WANTED

- 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

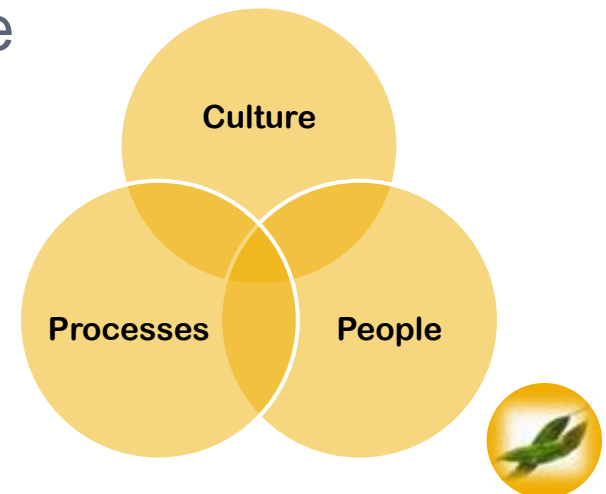- Formal communication
- Full participation

PROCESS ANALYSIS

○ Gen Y – wanted to participate

○ Baby Boomers not interested
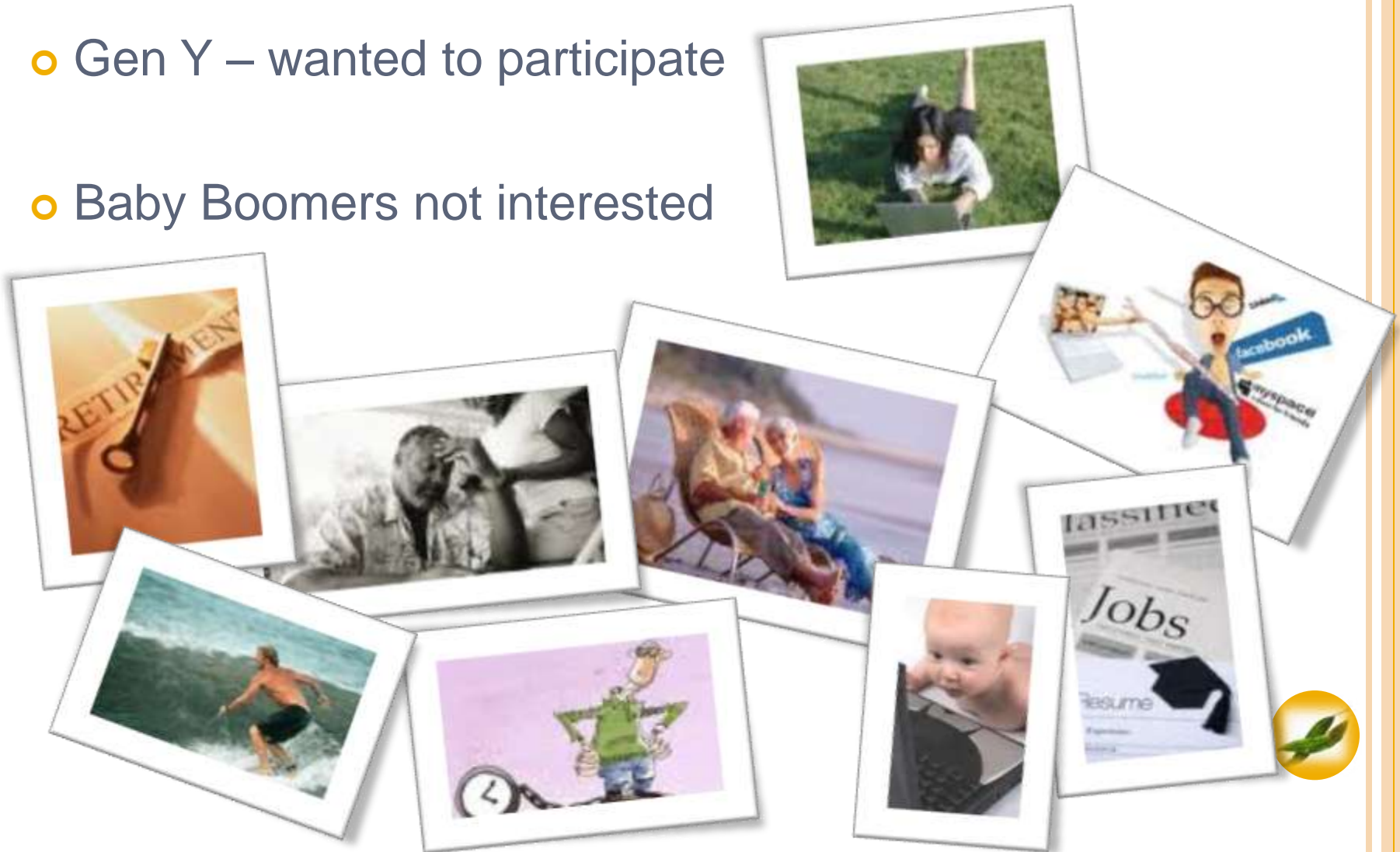
MANAGING THE CHANGE

- Thoughtful planning and sensitive implementation

- Consultation and involvement

- Identifying key changes

- Involvement of senior managers, to drive the process and manage the resistance

Culture

Processes

People

CHANGE MANAGEMENT CHALLENGES

- Too many changes

- Understanding the importance of Performance Reviews

- Supervisory training to ensure process understanding

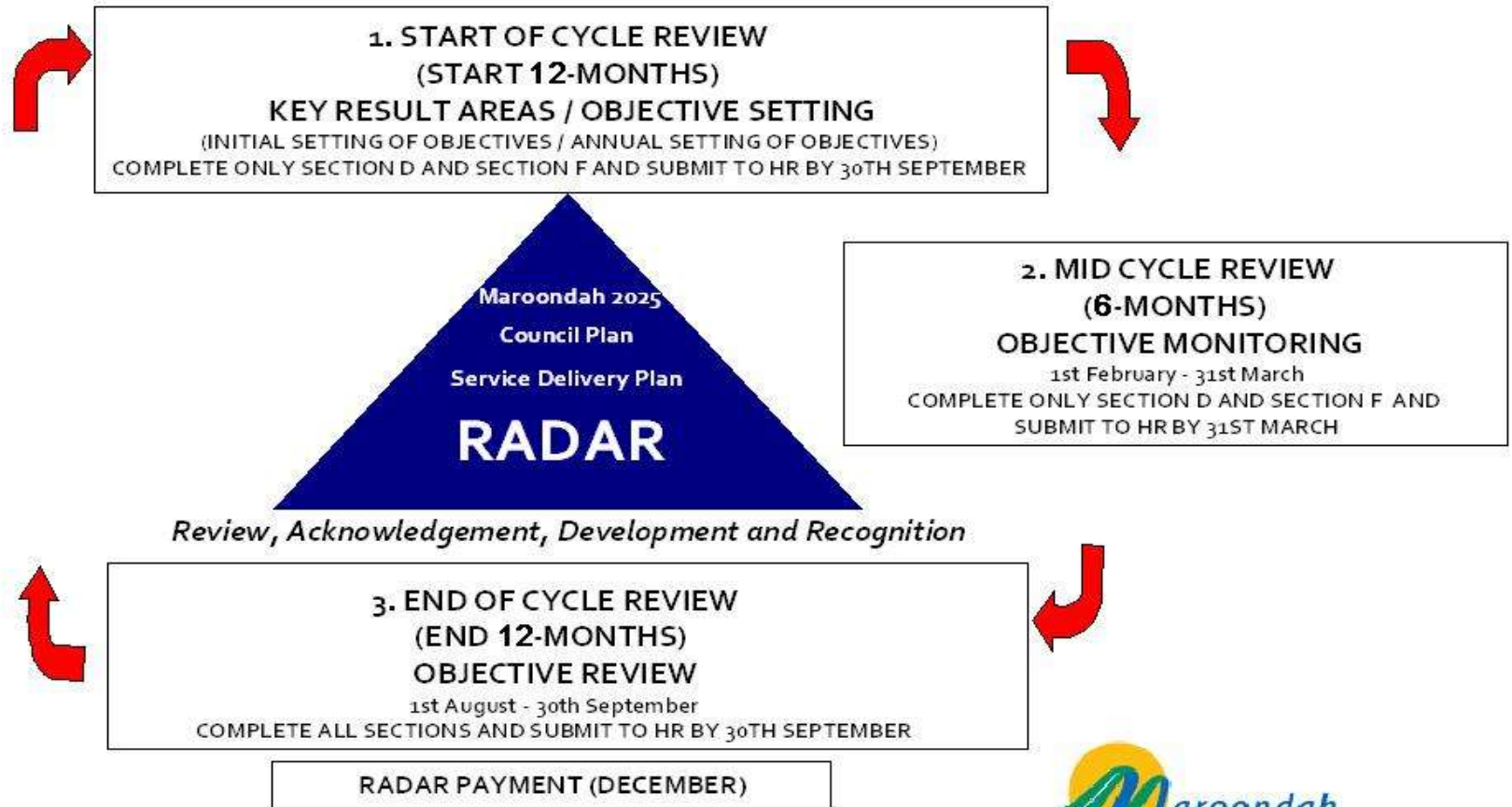- Recognising the organisational right to expect good performance

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

1. START OF CYCLE REVIEW
(START 12-MONTHS)
KEY RESULT AREAS / OBJECTIVE SETTING
(INITIAL SETTING OF OBJECTIVES / ANNUAL SETTING OF OBJECTIVES)
COMPLETE ONLY SECTION D AND SECTION F AND SUBMIT TO HR BY 30TH SEPTEMBER

Maroondah 2025
Council Plan
Service Delivery Plan

RADAR

Review, Acknowledgement, Development and Recognition

2. MID CYCLE REVIEW
(6-MONTHS)
OBJECTIVE MONITORING
1st February - 31st March
COMPLETE ONLY SECTION D AND SECTION F AND
SUBMIT TO HR BY 31ST MARCH

3. END OF CYCLE REVIEW
(END 12-MONTHS)
OBJECTIVE REVIEW
1st August - 30th September
COMPLETE ALL SECTIONS AND SUBMIT TO HR BY 30TH SEPTEMBER

RADAR PAYMENT (DECEMBER)

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
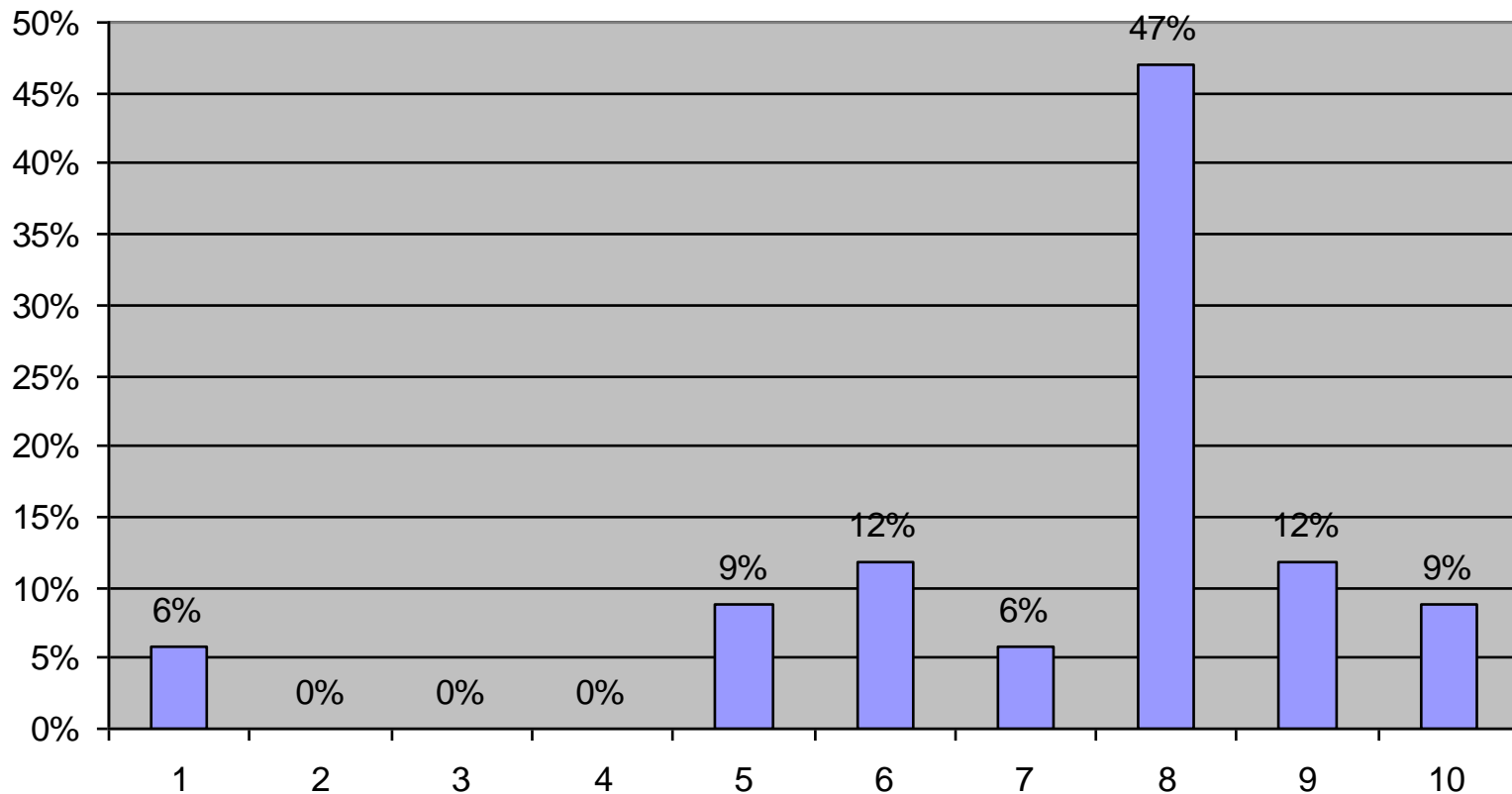- Ability to link with Succession, Mentoring Programs etc

COMPLETION RATES

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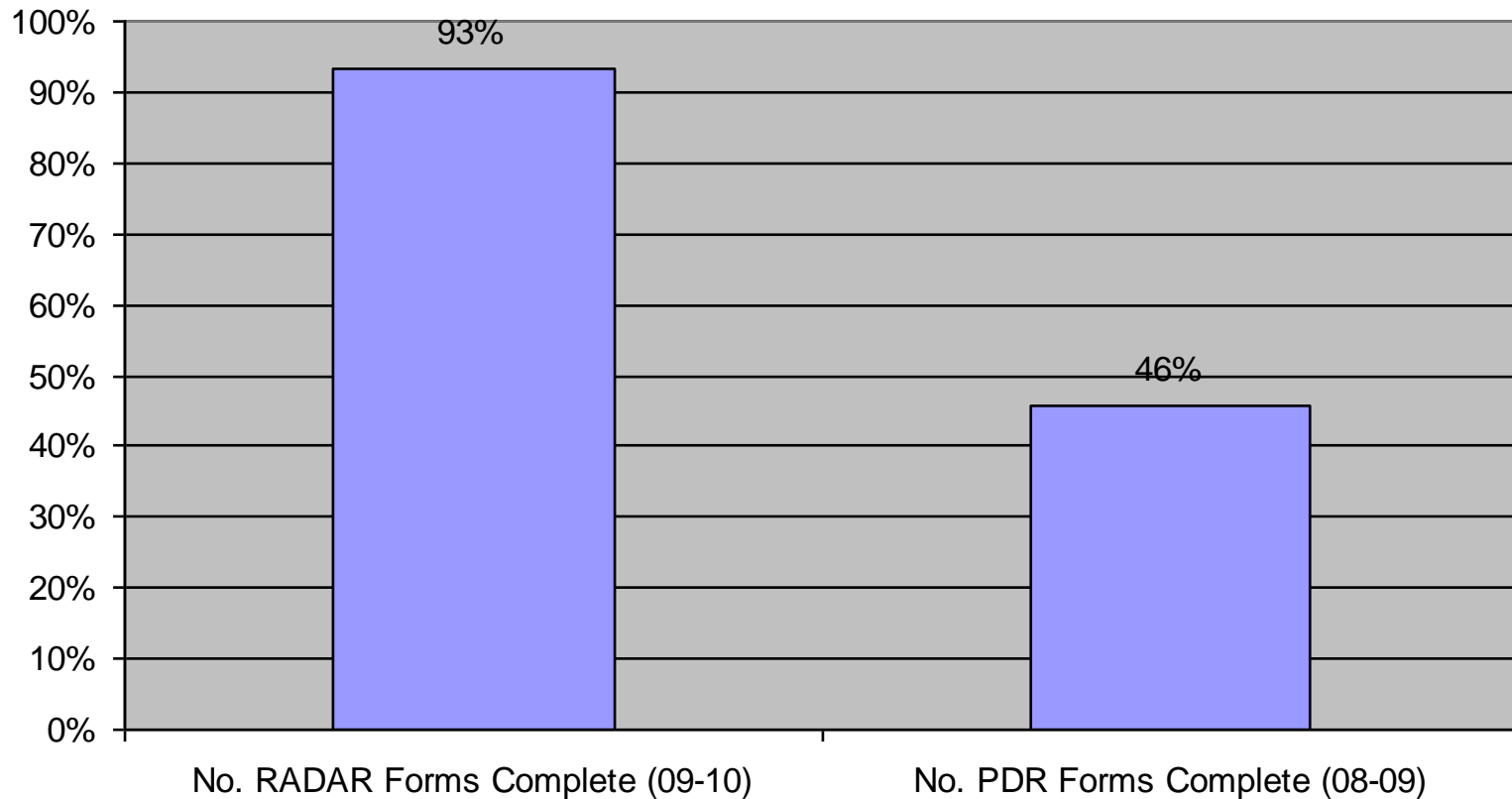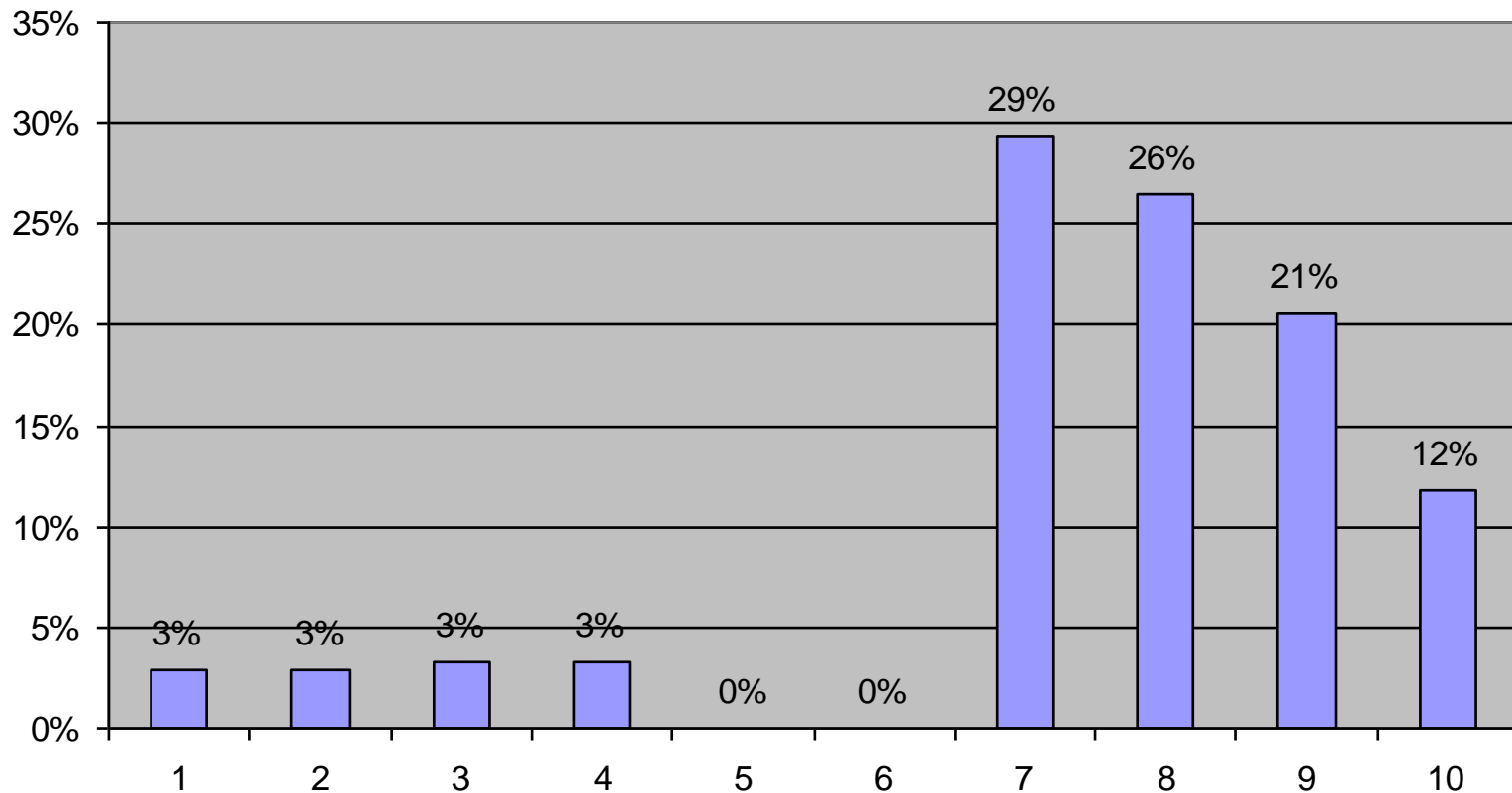
JOB SATISFACTION

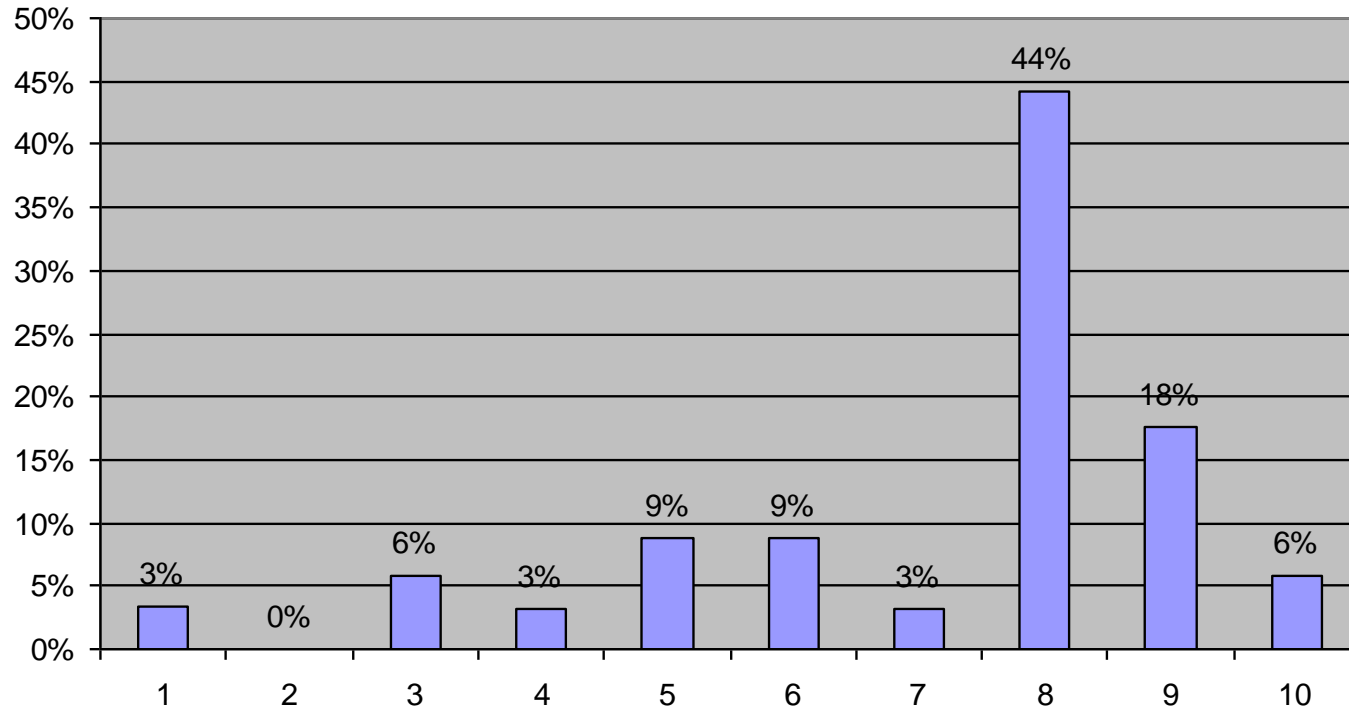Maroondah City Council Job Satisfaction Level 2010

TEAM SATISFACTION
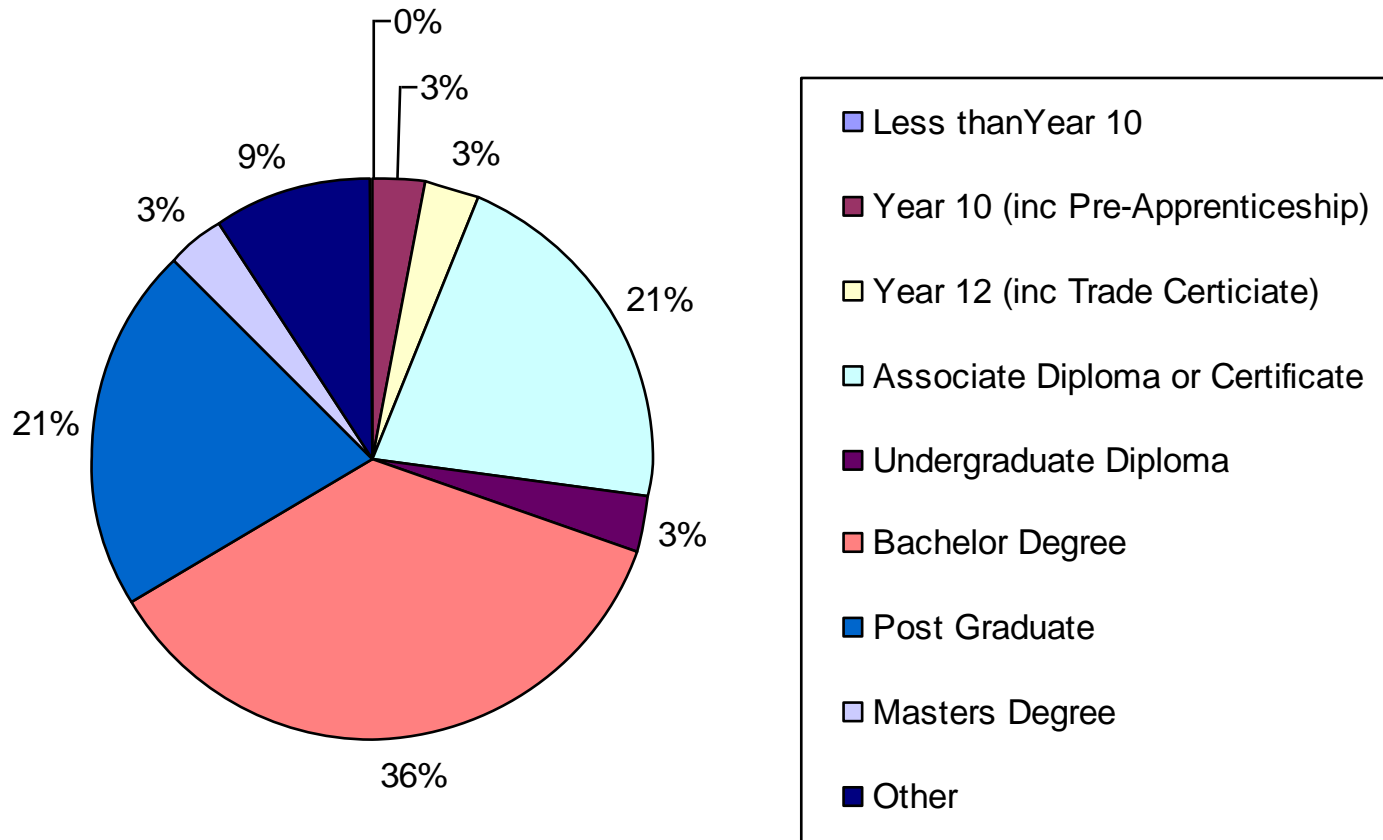
Maroondah City Council Team Satisfaction Level 2010

HIGHEST QUALIFICATION

Maroondah City Council Highest Qualification Level 2010

Legend:
- Less thanYear 10
- Year 10 (inc Pre-Apprenticeship)
- Year 12 (inc Trade Certiciate)
- Associate Diploma or Certificate
- Undergraduate Diploma
- Bachelor Degree
- Post Graduate
- Masters Degree
- Other

CAREERS OPTIONS

Maroondah City Council Career Options 2010

Legend:
- 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

Pie chart values: 21%, 22%, 8%, 10%, 8%, 4%, 0%, 0%, 4%, 5%, 1%, 9%, 6%, 3%
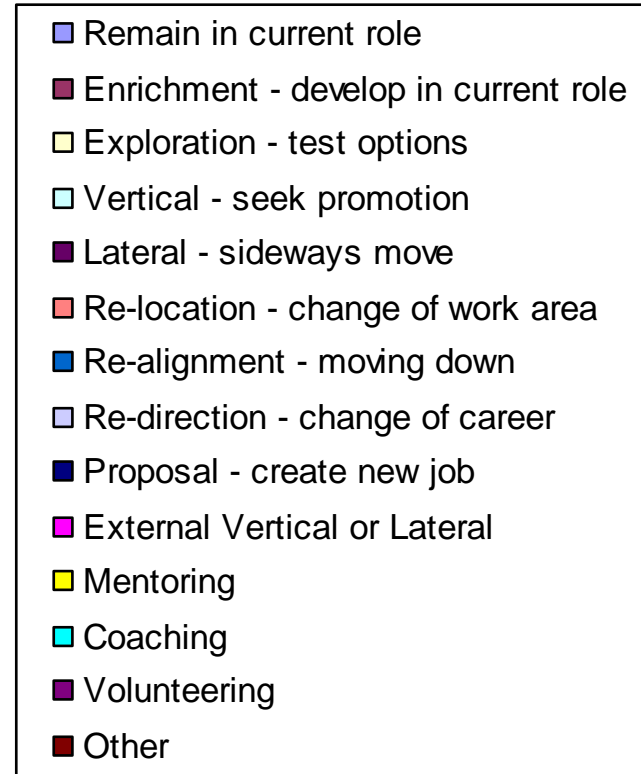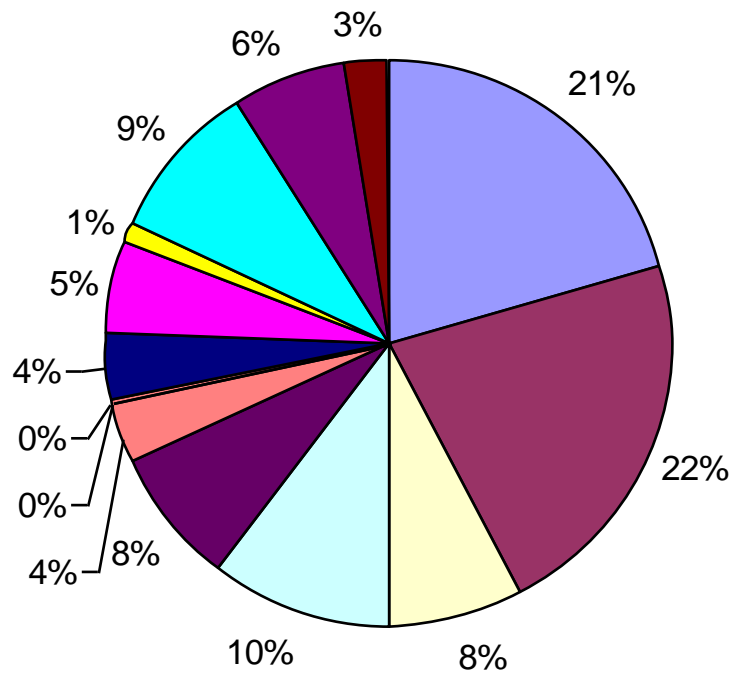
REASONS FOR WORKING AT COUNCIL

Maroondah City Council Reason for Working at Council

QUESTIONS?