



INDIGENOUS WORKFORCE DEVELOPMENT STRATEGY 2015-2019



CENTRAL DESERT
REGIONAL COUNCIL

two ways :: one outcome

RELEASE NOTICE

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1 STATEMENT OF COMMITMENT

The Central Desert Regional Council acknowledges and pays respect to the traditional custodians of the land within the Regional Council. Central Desert Regional Council and the Indigenous communities are committed to working together to support and advocate the advancement of Indigenous peoples throughout the Regional Council area by working together through Two Ways, One Outcome.

Central Desert Regional Council recognises the wealth of Indigenous Culture throughout the Regional Council area and the contribution of Indigenous people to their community. We will work with all communities to promote and preserve heritage, culture, sacred sites and special places of the Regional Council's Indigenous peoples.

Council will encourage and support Indigenous people to participate in local government decision making processes to reinforce their capacity to identify and address issues that affect their livelihood.

Central Desert Regional Council and the Indigenous communities recognise that social justice and reconciliation are essential in achieving positive change. This will lead to the improvement of their economic position and increased employment opportunities of local people within their local communities.

1.1 Mission Statement

To work together in one spirit, guided by strong leadership and good management to provide high quality services across the Central Desert Regional Council.

1.2 Core Values

We highly value:

RESPECT: for each other, culture, language, community and environment.

STRONG and GOOD LEADERSHIP: applied courageously and uniformly across the organisation, constantly seeking organisational improvement.

TEAMWORK: all working together towards accomplishing common goals.

ACCOUNTABILITY: all taking personal responsibility for decisions and actions to achieve agreed outcomes and standards.

INTEGRITY: taking responsibility for honesty, trust and openness in all our actions.

2 EXECUTIVE SUMMARY

The Central Desert Regional Council is committed to strong local employment. The Council's Vision of Two Ways :: One Outcome - Indigenous and non-Indigenous working together for the best outcomes recognises and celebrates the richness of Indigenous cultures and the unique skills and value that Indigenous staff bring to the Council.

In October 2011, Council formally acknowledged and demonstrated its commitment to the improvement of social and economic opportunities for Indigenous people through employment and development opportunities by the adoption of an Indigenous Employment Policy. This policy has been actively implemented ever since.

The importance of increasing the number of Indigenous employees within Council cannot be overstated.

This goal is central to ensuring the provision of culturally appropriate services to local Indigenous people and to increasing opportunities for economic and social equity. The employment of Indigenous people within Council provides an important contribution to achieving Council's policy development, service delivery, employment and equity outcomes.

The Central Desert Regional Council's Indigenous Workforce Development Strategy provides a framework for the delivery of improved employment outcomes for Indigenous peoples throughout the Council.

Workers are increasingly encouraged to be multi-skilled and see themselves as service providers rather than just workers.

As the key employer, and supporting the Government's commitment to "Closing the Gap" for Indigenous peoples, the Central Desert Regional Council has an important role to play in modelling better practice to the Indigenous communities and strengthening community capacity.

The Indigenous Workforce Development Strategy aims to generate and establish successful work opportunities and employment outcomes for Indigenous peoples and increased employment of local Indigenous people. This Strategy can also help build up the skills of all our communities so that they are more confident and capable in developing and delivering services to the wider community.

3 EMPLOYMENT WITHIN CENTRAL DESERT REGIONAL COUNCIL

Central Desert Regional Council's Indigenous Workforce Development Strategy recognises the value of the Indigenous employee's perspective to the workplace. The Regional Council will aim to increase the employment, retention, and advancement of Indigenous employees across all levels of employment within the Regional Council. The Strategy will focus on five main focus areas.

3.1 Recruitment and Attraction

Central Desert Regional Council will aim to attract Indigenous people to the Regional Council by being recognised as an employer of choice and providing innovative and flexible working arrangements that provide a strong learning culture. The above will promote best practice in recruitment and selection of Indigenous job applicants.

3.2 Retention and Support Mechanisms

Council will maximise retention of Indigenous employees by offering a culturally sensitive, supportive and rewarding work environment and positions design to maximise work satisfaction.

3.3 Training and Skills Development

Council will actively encourage and support Indigenous employees to build local skills bases in communities through targeted training delivered in an appropriate form as well as on the job skills development opportunities.

3.4 Career Development and Succession Planning

Council will provide career development opportunities for existing and newly recruited Indigenous employees through the Performance Development and Review process and other supported mechanisms. This will in turn lead to successful succession planning to ensure quality delivery of service provision.

3.5 Advance and Strengthen Community Partnerships

This Strategy will strive to build a network of relationships with Indigenous communities, community organisations, and Local, Territory and Federal Governments and community partners to encourage Indigenous Peoples to apply for positions at Council and to promote the Council as a culturally supportive employer.

4 RECRUITMENT AND ATTRACTION STRATEGIES

Central Desert Regional Council will implement the following initiatives with the aim of ensuring that recruitment procedures are culturally sensitive to the needs of Indigenous Australians and to increase the representation of Indigenous Peoples in employment across all levels of work throughout the Regional Council.

4.1 Recruitment and Selection Processes

STRATEGY	OUTCOME	RESPONSIBILITY	TIMEFRAME
Deliver specific indigenous cultural awareness training for all staff involved in the Central Desert Regional Council's recruitment process including selection panels, to ensure a better understanding of Indigenous issues.	Central Desert Regional employees involved with recruitment processes have a better understanding of Indigenous culture and issues	Human Resource Manager and HR Team	Ongoing
Include Indigenous staff and community participation on selection panels.	Indigenous representation on all relevant selection panels in line with the NT Local Government Act in connection with filling of positions in the Community.	Human Resource Manager and HR Team	Ongoing
Improve and implement a culturally appropriate Indigenous pre-recruitment information package with the aim to build applicant's confidence when applying or being	Indigenous applicants, where practical, are offered pre interview workshops or receive a pre-recruitment information pack to help address position criteria	Human Resource Manager, CDP where relevant and HR team	Ongoing - monitored every quarter

STRATEGY	OUTCOME	RESPONSIBILITY	TIMEFRAME
interviewed for a job			
Ensure that language and terminology used in recruitment and selection documentation are written in plain English	Prospective Indigenous employees understand simplified selection criteria and simplified job description.	Human Resource Manager and HR team	Ongoing for Indigenous recruitment
Recruitment takes into account Indigenous culture and skills.	Cultural skills and experience taken into consideration for employment opportunities where identified. Use of interpreters where appropriate.	Human Resource Manager, Relevant Manager and HR team	Ongoing
Where possible, use Skype or video conferencing when recruiting for key positions in Communities	Face to face interviews held with perspective employees at minimal cost to Regional Council	Human Resource Manager, HR team and Relevant Director/Manager	Ongoing
Pre- Employment Familiarisation Visits	Prospective employees are to be offered a chance to visit a Remote Community where the job that they are being considered for is located as part of the selection process. The visit is also meant to give the candidate a chance to have a first hand account of their proposed work location.	Human Resource Manager, HR team and Relevant Director/Manager	Ongoing

STRATEGY	OUTCOME	RESPONSIBILITY	TIMEFRAME
When recruiting Indigenous employees at the community level, where possible, ensure a mixture of young and older applicants.	Stability with work teams at the community in line with cultural practices	Human Resource Manager, Relevant Manager/Director and HR team	Ongoing

4.2 Develop and Promote a Range of Targeted Recruitment Initiatives

STRATEGY	OUTCOME	RESPONSIBILITY	TIMEFRAME
Work with government agencies to introduce Indigenous employment programs such as apprenticeships, traineeships and cadetships programs within Central Desert Regional Council	Indigenous apprentices and trainees are placed in all communities throughout the Regional Council. Cadetships offered in areas where possible	Relevant Manager/Director, Human Resource Manager and HR team	Ongoing and assessed every quarter
Identify areas of local and national skills shortage and where possible and subject to funding place Indigenous trainees and apprentices, in such areas within the Central Desert Regional Council	Apprenticeships and Trainees appointed in areas of skills shortages	Relevant Manager/Director, Human Resource Manager and HR team	Ongoing
Assist managers and heads of work units to increase the number of Indigenous Australians employed in all areas throughout Central	Indigenous employees are appointed to positions at all levels throughout the Regional Council. All managers, supervisors	Relevant Director, Human Resource Manager and HR	Ongoing and assessed every quarter

STRATEGY	OUTCOME	RESPONSIBILITY	TIMEFRAME
Desert Regional Council by leadership and mentoring focused at assisting to increase numbers. Include a statement in the position descriptions of all managers, supervisors and coordinators have a duty to ensure that Indigenous staff are coached and mentored.	and Coordinators' position description containing a phrase that they have a duty to coach and mentor Indigenous staff.	team	
Promote Central Desert Regional Council as an Employer of Choice to Indigenous Peoples.	Central Desert Regional Council recognised as an employer of choice for local community members.	Relevant Manager/Director Human Resource Manager and HR team	Ongoing
Include the phrase 'Indigenous peoples are encouraged to apply' and 'Community development minded people to apply' on all employment vacancy advertisements	An increase in the number of Indigenous people applying for all advertised positions	Human Resource Manager and HR Team	Ongoing for all recruitment advertising

4.3 Performance Indicators

Indicator	How is it measured	How often	Target
An increase in the number of Indigenous Australians applying for targeted job vacancies at Central Desert Council as evidenced through a quarterly and annual	Number of Indigenous applicants per position advertised will be assessed during each recruitment	Quarterly report	Demonstrated increase from previous period

Indicator	How is it measured	How often	Target
review of applicant pools.	exercise with a monthly and quarterly report produced.		
An increase in the number of Indigenous employees appointed across a range of work units, positions and levels.	Total number of employees identifying as ATSI over total number of employees	Every two months	75% indigenous employees
Non Indigenous staff sensitive to the cultural needs and requirements of Indigenous employees and their lifestyle.	<p>This is to be marked by a reduction in complaints pertaining to culturally insensitive actions by employees and managers. *Aspired position is zero complaints.</p> <p>All Non Indigenous staff have been offered cross cultural training/coaching upon commencement of work.</p>	Every Quarter	Zero complaints pertaining Cross Cultural insensitivity.

5 RETENTION AND SUPPORT STRATEGIES

Central Desert Regional Council will consider innovative retention and support strategies to better align the needs of the employees with those of the Regional Council and the needs of the Regional Council with those of the employee

5.1 Provide a Supportive Work Environment

STRATEGY	OUTCOME	RESPONSIBILITY	TIMEFRAME
Reinforce implementation of culturally appropriate Induction/Orientation program for newly recruited Indigenous employees complimentary to the general staff induction	All new Indigenous employees inducted within 10 days of commencing with CDRC.	Human Resource Manager and all relevant managers/Director	Ongoing and assessed every quarter
Promote the achievements of Indigenous employees and work through internal and external communications as appropriate.	Employee achievements recognised and promoted throughout the Regional Council via newsletter or appropriate means	Human Resource Manager and all relevant managers/Directors	Ongoing
Assist Indigenous employees to increase their knowledge and understanding of Central Desert Regional Council policies and procedures	Ensure that Induction and information sessions are delivered to all employees in a culturally appropriate manner upon each employee's commencement and reinforced during reasonable timelines. Plain English policies which meet the legal	Human Resource Manager and all relevant managers/directors	On commencement of employment and ongoing information sessions within a reasonable timeline

STRATEGY	OUTCOME	RESPONSIBILITY	TIMEFRAME
	<p>requirements that they are designed to meet.</p> <p>Subject to funding policies recorded in Indigenous Language or English.</p>		
Promote and implement flexible work practices and work life balances in a culturally friendly way.	Flexible work/life balance practices are available to all employees.	Human Resource Manager and all relevant managers/director	At recruitment and ongoing
Ensure support systems provide Indigenous staff with culturally sensitive avenues to raise and address concerns.	Support systems in place for Indigenous employees to raise issues in a culturally supportive environment	Human Resource Manager and all relevant managers/director	Ongoing
Ensure managers and supervisors are able to support and develop Indigenous staff with the provision of training and development	Managers and Supervisors support and develop strategies for Indigenous training.	Human Resource Manager and all relevant managers/director	Ongoing
Develop a mentoring or buddy program for Indigenous employees, in particular newly recruited staff.	Buddy system in place for new employees.	Human Resource Manager and all relevant managers/Director	At commencement of Employment and when necessary

5.2 Provide a Culturally Sensitive Work Environment

STRATEGY	OUTCOME	RESPONSIBILITY	TIMEFRAME
Provide compulsory cultural awareness training for senior managers, directors, supervisors and work groups working with Indigenous employees.	Cultural awareness training provided to all senior managers and supervisors	Human Resource Manager and all relevant managers/Director	Ongoing
Incorporate compulsory cultural awareness training into the induction of all new Central Desert Regional Council employees.	Cultural awareness training offered during induction.	Human Resource Manager and all relevant managers	Ongoing
Facilitate relevant change management processes when culturally inappropriate management or work practices are identified.	Change management implemented when inappropriate management practices are identified.	Human Resource Manager and all relevant managers/Director	Ongoing
Conduct 'exit' interviews to assist in understanding the reasons for Indigenous staff separation and make changes accordingly	Exit interviews conducted and action implemented where necessary	Human Resource Manager and Team	At cessation of employment

5.3 Performance Indicators

Indicator	How is it measured	How often	Target
On-going participation by staff in cultural awareness training, particularly senior managers and supervisors and staff participating in selection panels.	Existence of a Cross Cultural Training completion report.	Every Quarter	All senior managers and supervisors trained/coached in cross cultural issues relevant to the Regional Council within a reasonable timeline after commencement of duty.
Low turn-over of Indigenous staff	Existence of a monthly Departmentalised Employee Turnover Report.	Every Quarter	<35% of the total workforce.
Effective support mechanisms established and accessed by Indigenous staff	Counselling and guidance services being available for Indigenous Staff.	Ongoing	Employee support mechanisms always in place.
Number of verified workplace racial discrimination complaints.	Existence of an HR confidential report indicating that all reported incidents were dealt with in a procedurally fair manner. Reasonable action taken by	Every quarter	Zero complaint.

Indicator	How is it measured	How often	Target
	CDRC to prevent recurrence.		
Increased support of Indigenous staff by managers and supervisors.	All reported staff concerns effectively dealt with by the employee's immediate supervisor/manager within a reasonable timeline.	Every quarter.	All work related requests for support dealt with, within a reasonable timeline after being brought to the manager's attention.

6 TRAINING AND SKILLS DEVELOPMENT

Central Desert Regional Council support and encourage Indigenous employees to develop and build local skills bases in communities through culturally appropriate training delivery and assessment.

STRATEGY	OUTCOME	RESPONSIBILITY	TIMEFRAME
Develop culturally sensitive training and development opportunities.	Training and development opportunities delivered in a culturally sensitive manner that complements training policy and plans.	Relevant Manager/Director Human Resource Manager and all relevant managers	Ongoing with 6 monthly reviews.
Ensure supervisors/managers identify annual career development with indigenous employee/s to assist them in identifying and addressing training needs	Training and development identified on a yearly basis during performance and personal interviews	Relevant Manager/Director Human Resource Manager and all relevant managers	Yearly with quarterly progress reviews
Undertake skills analysis of Indigenous employees to identify their skills gaps in relation to current position through performance reviews and personal interviews	Skills gaps identified through employee interviews and skills audits Skills Audit Register	Relevant Manager/Director and Human Resource Manager	Once a year or as appropriate
Increase Indigenous staff representation on Central Desert's committees and working groups.	Indigenous staff represented on Council's committees and working groups.	Human Resource Manager and all relevant managers	Ongoing

STRATEGY	OUTCOME	RESPONSIBILITY	TIMEFRAME
Provide Indigenous staff with encouragement and support to participate in professional courses and relevant training and development activities.	Indigenous employees participate in training and career development activities at all levels.	Human Resource Manager and all relevant managers/Directors	Ongoing
Subject to funding develop a 'Leadership' program to identify and assist Indigenous staff interested in a career in management.	Indigenous employees encouraged and supported to pursue career in management	Human Resource Manager and all relevant managers/Directors	Once a year

6.1 Performance Indicators

Indicator	How is it measured	How often	Target
Increase in the number of Indigenous employees participating in and completing professional training and development activities.	Existence of a training report and a yearly Employee Training & Development Plan for the Regional Council. Training Needs Analysis Report. Employee/s concerned being more effective and efficient	Every Quarter	Number of Indigenous employees who have undergone training and development increased from previous year.

Indicator	How is it measured	How often	Target
	on the job.		
Indigenous employees represented equally across all levels of employment.	Proportion of Indigenous employees at each organisational level will be assessed.	Every Quarter	Indigenous employees at all levels within the organisation.
Increase in the number of Indigenous employees promoted.	Yearly statistics will be produced. Existence of a group of staff earmarked for promotion after undergoing the necessary training and development in all Directorates.	Yearly	No of Indigenous employees promoted increased from previous year.
Positive feedback on the cultural appropriateness of professional development provided by the Central Desert Regional Council.	Course Evaluation Forms. Interviews with staff who have gone through training and development.	After every training and development.	Positive evaluation of all courses undergone by staff during the quarter.
Increase in the qualification levels of Indigenous	Skills Audit.	Every quarter	No of qualifications of Indigenous staff increased

Indicator	How is it measured	How often	Target
employees			from previous year.

7 CAREER DEVELOPMENT AND SUCCESSION PLANNING

Central Desert Regional Council will implement the following strategies to determine and develop employee's career pathways in conjunction with a transparent and transferrable succession planning template that reflects the career development framework at the Regional Council

STRATEGY	OUTCOME	RESPONSIBILITY	TIMEFRAME
Encourage the direct involvement of Indigenous staff in determining their own career goals through performance reviews and training opportunities.	Personal mentoring interviews undertaken to support career planning and training opportunities.	Human Resource Manager and all relevant managers	Once a year during performance reviews and career counselling interviews
Establish a mentoring program to assist with career development for Indigenous staff based on friendly encouragement, constructive comments, mutual trust and a willingness to share knowledge and experience.	mentoring program established and Individual career pathways developed.	Human Resource Manager and all relevant managers	Ongoing
Develop partnerships with relevant employment agencies/CDP to develop career	Partnerships developed to provide training and skills development for local	Human Resource Manager	On commencement of employment and

STRATEGY	OUTCOME	RESPONSIBILITY	TIMEFRAME
planning and skills development for unemployed Indigenous people that will contribute to succession planning and avail opportunities for work experience for local Indigenous Community members.	unemployed people to create succession planning. CDP participants provided with work experience to gain skills with CDRC.	and all relevant managers	ongoing information sessions

7.1 Performance Indicators

Indicator	How is it measured	How often	Target
Increase in the number of successful applications from Indigenous employees for promotion.	Report on the number of Indigenous employees promoted during the year report.	Every six months	Number of successful applications from Indigenous employees for promotion increased from previous year.
Increase in the formal qualifications and skills of Indigenous employees.	Qualifications/Skills Register.	Every quarter	No of formal qualifications and skills of Indigenous employees increased from previous year.
Development of partnerships with CDP, government agencies and organisations.	MOUs with relevant organisations. Confidential management report evidencing that overtures were made to	Every six months.	Increase in the number of partnership from previous year.

Indicator	How is it measured	How often	Target
	enter into partnerships.		
Increased number of actively trained staff to backfill vacancies	Report on suitable staff who were given a chance to perform higher duties after being coached and mentored.	Every quarter.	Compared to the previous year, an increase in the number of actively trained staff to backfill vacancies.

8 ADVANCE AND STRENGTHEN COMMUNITY PARTNERSHIPS

Central Desert Regional Council will develop partnerships and Memorandums of Understandings with local Indigenous organisations and Government agencies to increase employment opportunities both within and outside the Regional Council

STRATEGY	OUTCOME	RESPONSIBILITY	TIMEFRAME
Subject to opportunities being available support Indigenous employee representation on relevant external and internal boards, committees and working parties.	Indigenous employees represented on external and internal committees and working parties. When available external boards, committees and working parties opportunities advertised on CDRC Notice Boards	Human Resource Manager and all relevant managers and EMT	Measured every six months
Develop Memorandums of Understanding and partnership agreements with local Indigenous organisations to better facilitate employment opportunities.	Memorandums of Understanding developed with CDP, relevant indigenous organisations and Government agencies.	Human Resource Manager and all relevant managers/Director	Ongoing and measured every quarter
Develop partnerships with government, non-government and local community organisations to increase employment and training opportunities for Central Desert	Partnerships developed with relevant agencies and organisations to increase Indigenous employment and	Human Resource Manager all relevant managers/Director	Ongoing and measured every quarter

STRATEGY	OUTCOME	RESPONSIBILITY	TIMEFRAME
Regional Council Indigenous employees.	training opportunities.		
Work with government agencies to introduce Indigenous employment programs such as apprenticeships, traineeships, cadetships and graduate programs to the Central Desert Regional Council	Indigenous employment programs introduced to employees across the Regional Council when funding and opportunities exist.	Human Resource Manager and all relevant managers/Director	Ongoing and measured every quarter

8.1 Performance Indicators

Indicator	How is it measured	How often	Target
Networks established with a range of Organisations.	List of organisations that CDRC has established networking relationships with.	Every quarter.	At least 3 organisations partnered.
Partnerships with relevant organisations developed.	MOU/s in existence.	Every six months.	At least 3 organisations partnered.

9 IMPLEMENTATION OF STRATEGIES

When the strategies are selected, they are implemented according to priority and budget implications. The workforce plan is reviewed on an annual basis as part of the planning, budget and review cycle. Key questions to be asked include:

STRATEGY	OUTCOME	RESPONSIBILITY	TIMEFRAME
Determine if assumptions and objectives on which the plan was developed are still valid?	Validity of plan, strategy development, objectives and assumptions determined.	Human Resource Manager and EMT	On Strategy implementation and every 3 months
Determine if the strategies chosen are appropriate to ensure that organisational objectives can be achieved in the short term, medium term and long term.	Appropriate strategies achieved to meet the short, medium and long term objectives of the Regional Council.	Human Resource Manager and all relevant managers and EMT	On Strategy implementation and every 3 months
Determine if there is sufficient flexibility within the planning process to ensure that change management initiatives will not be held back through staff resourcing issues.	Flexibility ensured throughout strategy and plan development to meet organisational change.	Human Resource Manager and all relevant managers and EMT	Every three months

STRATEGY	OUTCOME	RESPONSIBILITY	TIMEFRAME
Assess if the strategies successfully were completed.	Strategies successfully completed	Human Resource Manager all relevant managers and EMT	At completion of Strategy timeframe
Assess if they achieved the required outcomes.	Required outcomes achieved	Human Resource Manager and all relevant managers and EMT	At completion of Strategy timeframe
Determine if the staffing establishment will be permanently affected?	Strategies developed to look at permanent staffing established	Human Resource Manager and all relevant managers and EMT	At completion of Strategy timeframe

9.1 Performance Indicators

Indicator	How is it measured	How often	Target
An increase in the number of Indigenous Australians applying for job vacancies within Central Desert Regional Council as evidenced through an annual review applicant pools.	Yearly statistical report.	Yearly	An increase in the number of Indigenous applicants from previous year.
Increase in the number of Indigenous staff retained.	Existence of a comparative staff turnover report.	Every quarter	Voluntary staff turnover to be less 35% of the total workforce.

10 MONITORING AND EVALUATION

The final stage of workforce development is the ongoing evaluation and monitoring of workforce plans and strategies.

Workforce plans and strategies should be reviewed at least annually in order to:

- Review performance measurement information;
- Assess what's working and not;
- Adjust the plan and strategies as necessary; and
- Address new workforce and organisational issues that might occur.

Central Desert Regional Council will engage in systematic reviews of their workforce planning efforts, so as to be able to respond to changes as they occur and of ultimately achieve strategy goals.

10.1 Monitoring

Successful workforce development is an active, ongoing and dynamic process that should be monitored and adjusted. Strategies and action plans need to be continually monitored to account for any internal or external developments that occur. This will position Central Desert Regional Council to be ready to address and make essential changes to the action plan when the environment demands change.

Evaluation works best when it is built into the workforce development process from the start. This enables the identification of measures that act as signals for emerging change.

A range of demand and supply indices can be regularly monitored to provide information about progress towards achieving workforce planning goals. These can include:

- Monitoring the age profile of the workforce (as an indicator of emerging demographic change).
- The turnover rate within specific occupations.
- Gender profile of applicants (can indicate increased or decreased participation rates of women in certain professions).

A critical component of strategic workforce development is a human resource information system that has the required reporting capability. Ideally the Human Resource system should be able to: track data over time; record capability requirements or competence of individuals; identify the location and availability of individuals with particular capabilities and assist in their deployment; provide information on the experience and training of individuals for effective succession planning; assist in the management of recruitment and selection.

Monitoring after implementation and beyond is critical for workforce development projects, as the outcomes may take time to manifest themselves (e.g. as improved performance, better retention rates, etc.).

10.2 Evaluation

Evaluation of the workforce development strategies is critical for providing feedback on internal Regional Council processes and outcomes, and for enabling continuous improvement of strategies, performance and results.

Developing evaluation metrics, involves determining what it is that needs to be measured. The task of evaluating projects and strategies is easier when the success criteria and performance measures for each workforce development initiative have been established prior to implementation (as part of the project scoping, development and establishing the business case).

Human resource strategies are usually measured in terms of implementation or completion of actual programs/projects. To provide more meaningful information, however measures can be designed to determine the effect the action plans have on the defined workforce development issues. Specific measures and target levels to be achieved, as well as the desired results need to be identified.

Evaluation criteria can also be developed to relate to the specific objectives of each workforce development initiative. For example, progress in meeting employee recruitment, retention and development challenges can be evaluated through asking whether:

- Retention rates have improved in critical hiring needs and classifications?
- Central Desert Regional Council's needs for particular skills or expertise have been fulfilled by recruitment or training strategies?
- Knowledge transfer and retention of institutional knowledge strategies have been effective in addressing the loss of expertise and knowledge due to retirements?

Methods for obtaining feedback on how well the organisation has accomplished its action plan and the effectiveness of the outcomes can include:

- Meetings with management;
- Employee and customer surveys;
- Focus groups;
- Analysis of workforce data;
- Reviews of progress reports;
- Lessons learnt reviews;
- Organisation performance assessments; and
- Specific management reporting/measurement systems (like the Balanced Scorecard).