



# Attraction & Retention Strategy

Goulburn Mulwaree Council



# GMC OVERVIEW

Goulburn Mulwaree Council employs a diverse workforce of more than 400 staff across varying professions. All roles directly contribute to creating a resilient, vibrant, and connected community.



At Goulburn Mulwaree Council, we are committed to helping employees find:

**Your Place...** for Meaning and Impact  
**Your Time...** for Growth and Support  
**Your Balance...** for Work and Life

To do this, we work under four focus areas outlined below.

This document outlines the commitments to each of these focus areas, all contributing to ensuring GMC remains an employer of choice in our region.

# TALENT ACQUISITION

Commitment: to attract the right people for the right roles, at the right time, by matching talent with opportunity.



## EMPLOYER VALUE PROPOSITION

We have developed a strong employer brand highlighting our company culture, values, vision, and our mission statement. The EVP showcases what a great place GMC is to work by presenting our culture and employee experiences through a series of videos and photos. All content is available on the careers page of our website.

A career in Local Government naturally comes with plenty of benefits, but here at GMC we go the extra mile.

We offer extremely diverse career progression opportunities, health and wellbeing initiatives and leave days, rostered days off, flexible working arrangements, hybrid work and individual hours agreements and salary packaging options including novated leasing.



## ACQUISITION CHANNELS

We take a strategic approach to advertising all positions vacant. Depending upon the role, positions are listed on industry specific platforms and websites, newsletters and job boards with a strong focus on social media and local advertising.

We capitalise on the opportunities our Facebook and LinkedIn pages provide, and advertise in shop front windows, at Council events, and at times the local radio.



In addition, Council ensures that strong networking partnerships are maintained with local educational institutions such as TAFE, the local Country University Centre and local high schools with a focus on reaching a target audience for school leaver roles such as traineeships and apprenticeships.

## EQUAL EMPLOYMENT OPPORTUNITY PLAN

Council has an Equal Employment Opportunity plan which outlines our commitment to eliminating the absence of discrimination in the recruitment process, and promoting equal employment opportunities for all individuals.

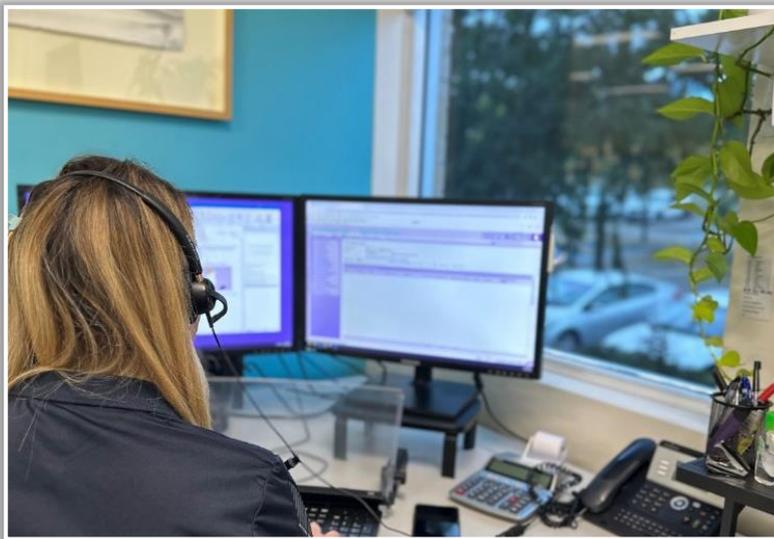
The strategies and targets contained in the plan ensure Council fosters a recruitment process and working environment that supports fairness, equity, and respect for social and cultural diversity. The plan also includes a mechanism to regularly monitor our progress in areas of focus.

## WORKFORCE PLANNING

As part of the local government Integrated Planning and Reporting Framework, we maintain a series of strategic documents to capture the needs and requirements of our future workforce. These documents ensure our attraction approaches best capture our needs. These documents include our Workforce Management Plan and Departmental Forecast Plans for each business unit.

# TALENT DEVELOPMENT

Commitment: to invest in and retain our people by increasing skill capacity, empowering growth, unlocking potential and cultivating talent.



## LEARNING & DEVELOPMENT FRAMEWORK

Our L&D Framework showcases all elements of our talent development offerings at GMC.

The learning support Council offers ranges from mandatory training underpinned by regulations, through to career progression and professional development, individual development plans, mentoring and coaching programs, e-learning platforms, a cultural development program, trainee and apprentice program, cross-training, and career sponsorship roles.

## SUCCESSION PLANNING

As part of our Departmental Forecast Plan, succession pathways and associated skill gaps are identified. An action plan is then created and regularly reviewed to bridge the skill gap, ensuring a strong succession foundation is built and maintained for all crucial roles.

## CAREER PROGRESSION

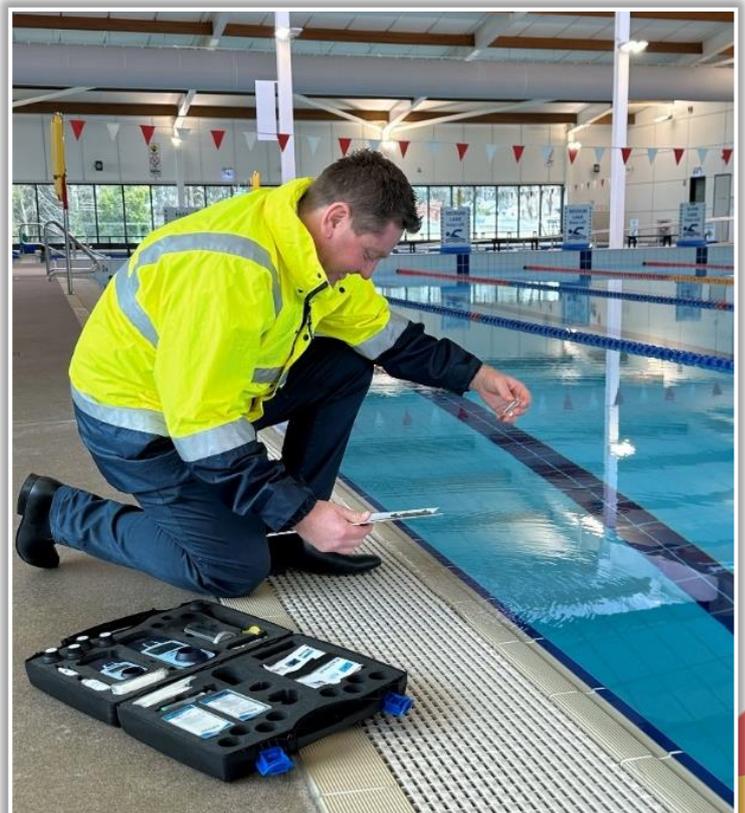
Once employed by Council, employees have access to a diverse and exciting range of career progression opportunities that extend beyond mandatory training requirements. Our career progression framework strongly contributes to our succession planning goals.



Our mentoring, coaching and cross training programs enable opportunities for knowledge sharing and skill transfer, and provide opportunities for employees to expand their skill set and knowledge base. This contributes to allowing employees to act in higher paid roles, and to be able to be competitive when roles in other departments become available.

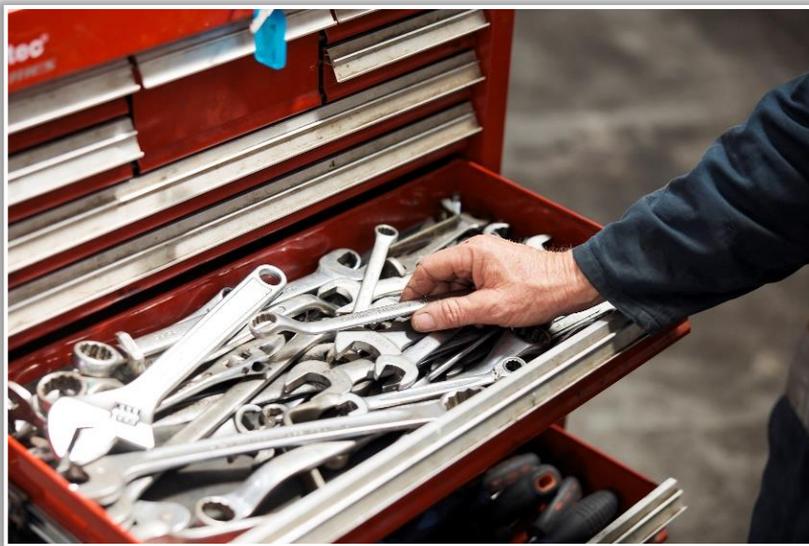
Opportunities may be available for employees to attend industry relevant conferences, seminars and short courses to better enhance their expertise in their field.

Employees are also able to create their own individual development plan. These plans are a way of capturing current and future development needs in the context of the role, potential future roles and strategies for how these can be achieved.



## CAREER INSPIRATION & INSIGHTS

We are passionate about showcasing our amazing careers and opportunities to the community, in particular our traineeship, apprenticeship, and career sponsorship roles (CSP). These opportunities are generally the most appealing to school leavers, or individuals looking to embark on a new career path and 'earn while they learn'.



Entry into our trainee and apprentice program is a great way to start a career while receiving structured training leading to a nationally recognised qualification. Our career sponsorship roles are a great opportunity for employees to study a fully funded degree level qualification, whilst working and receiving pay increases dependent upon studies, until they become a fully qualified professional with a permanent full-time role within Council.

To promote these opportunities, we attend and host career expos and tours with our local high schools, educational institutes, and universities. These are not only fantastic opportunities for school leavers and students, but also for our staff to demonstrate the pride they have in their work.

Additionally, work experience and work placements are available in various areas of Council for individuals to learn from experts in their field, and to get a taste of the working environment of a career they may be interested in.



# SAFE & HEALTHY WORKPLACES



Commitment: to foster and continuously improve a workplace culture where the safety and wellbeing of all employees is at the forefront and to empower employees to take responsibility for their own and others safety.

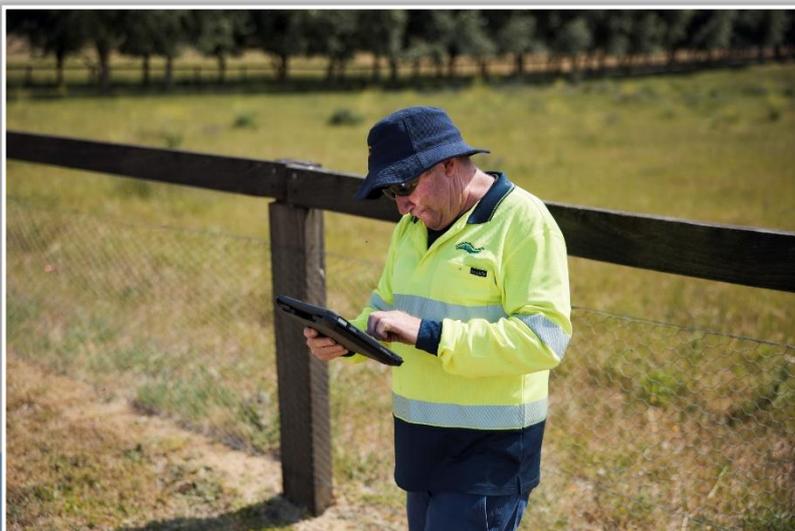
## WORKPLACE HEALTH & SAFETY PLAN

Our Workplace Health and Safety Plan outlines Council’s commitment to achieving a safe and healthy workplace via the ongoing development, implementation and review of our safety management system. The plan maps out how Council intends to manage safety and details the tools and processes we have in place to achieve this.

## SAFETY MANAGEMENT SYSTEM

We believe the most effective and practical safety management systems are built from the ground up. With this in mind, we have developed our safety system in consultation with our workforce.

Our safety management system is made up of 13 elements, each consisting of procedures, SWMS, JSA’s and SOPs detailing how we’re going to manage safety across Council. These elements are supported by simple forms and templates that allow us to seamlessly implement the system.



Our people are our greatest asset, so we aim for safety management to be part of day-to-day working life, to ensure we are looking after ourselves, each other, and the community we support. Our safety culture strives for a proactive and inclusive approach to find simple, practical and sustainable safety solutions.

## HEALTH & WELLBEING FRAMEWORK

Our Health & Wellbeing Framework outlines Council's commitment to achieving a healthy workplace via a number of initiatives developed and implemented each year through our health and wellbeing working party.

Some of the initiatives include free vaccinations and health checks, fitness and stretching programs, and ergonomic assessments.



Be Well\*Work Well\*Live Well

We strive to take care of not only our employees physical health, but also place a strong focus on caring for their mental health.

Our commitment to employees is outlined in our Mentally Healthy Workplace procedure. This procedure identifies numerous strategies associated with achieving a mentally healthy workplace, preventing and managing psychosocial hazards, responding to and investigating psychosocial incidents, and supporting general mental health.



Some of the initiatives that support this procedure include support from the health and wellbeing team, mental health champions and access to an Employee Assistance Program for employees and their family.



# CONNECTION & COLLABORATION

Commitment: to provide effective and diverse channels for our people to connect, engage and thrive on innovation, engagement, and synergy.



## OUR VALUES, VISION, AND MISSION STATEMENT

These serve as the guiding light for our shared values and goals, inspiring us to work together towards a common purpose. As we continue to strive for excellence in serving our community, it is essential for all staff to align ourselves with a clear direction and set of values that guide our actions and decisions.

Our values, vision and mission statement are embedded into our recruitment process, inductions, reward and recognition program and all external facing communication and media releases.

**PRIDE**  
PASSION | RESPECT | INNOVATION | DEDICATION | EXCELLENCE

**OUR VISION:** A resilient, vibrant and connected community.

**OUR MISSION:** Provide infrastructure and services that meet the changing needs of our community.

## REWARD & RECOGNITION

Our Staff Performance Recognition procedure creates a mechanism by which excellent performance is recognised and compliments are acknowledged. Informal recognition is encouraged by conversations, compliment recognition and ‘thank you’ cards placed in all shared spaces.

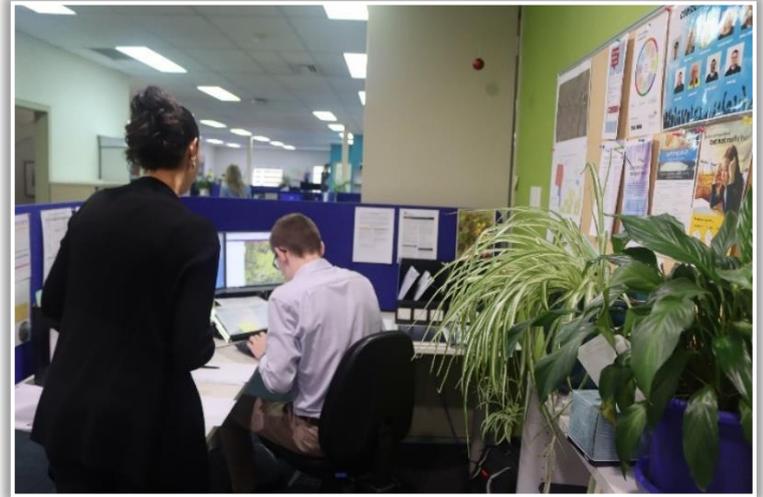
Formal award ceremonies are held three times throughout the year, with formal end of year awards to showcase all winners. All employees are invited to nominate their colleagues for these awards with the categories being linked to our vision, mission and values.

## CULTURAL DEVELOPMENT PROGRAM

Council's key approach to shaping and progressing our organisational culture is our LEAP Initiative. The program is authentically developed inhouse, and facilitated by employees, for employees.

The program is engaging, immersive and transformational in nature and it encourages employees to practice self-awareness, personal responsibility, and focuses on mindfully building high performing teams across the organisation.

All employees attend an induction workshop, as well as regular workshops throughout the course of their employment. Supervisory staff also attend additional training to ensure they are effective people leaders for our organisation.



## STAFF CULTURE SURVEY

We strive to continuously improve our organisational culture and do so by conducting an annual staff culture survey. The survey is completed by all employees with the results compiled and an action plan generated for improvements where necessary. The survey focuses on areas of GMC culture such as job satisfaction, reward and recognition, and health and wellbeing. All employees are encouraged to join the working party create and implement the strategies contained in the action plan.



## DIVERSITY & INCLUSION

Council has a Diversity & Inclusion Framework which outlines the projects and programs in place that promote a diverse and inclusive workforce where different perspectives are valued and celebrated. An element of this framework is a roundtable which meet regularly to discuss ways to continually promote an inclusive workplace.

The strategies contained in the EEO plan also strive towards creating an inclusive environment.

