

## HR 003: STAFF RETENTION & RECRUITMENT

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### Objective:

1. To ensure the attraction and retention of the most suitably qualified and experienced staff.
2. To determine the basis of entitlements to the Shire of Esperance's recruitment and retention allowance in relation to its employees.

### Policy:

To ensure the attraction and retention of the most suitably qualified and experienced staff, the Chief Executive Officer be authorised to negotiate the appropriate market-based remuneration packages within the Council budget. Council is to be advised of the outcome of such negotiations via an information report to the next available round of monthly meetings.

That during the staff recruitment process the Chief Executive Officer be authorised to utilise discretion in the following areas:

#### Provision of a vehicle

In instances where it is customary for the level of the officer within the industry to be provided with a vehicle, that the officer at the discretion of the CEO, be offered the option of salary sacrificing vehicle contributions under lease arrangements.

#### Provision of housing benefits

The CEO has discretion to offer new employees housing benefits via salary packaging.

#### Recruitment & Retention Allowance

The staff recruitment and retention allowance was initiated by the Council to provide a level of remuneration that would enable it to secure and retain experienced and valued staff in today's competitive workplace environment. In this respect, Council passed the following resolution in January 2005:

*Resolution Number: O1204-1003*

*"That the Council implement a recruitment and retention allowance to be paid to all full-time and permanent part-time employees (Pro-rata) excluding wholly funded grant employees in Homecare Services and Volunteer Management Program which are to be the subject of a separate review to the levels specified in the Human Resources Remuneration (December 2004) Report with the allowance to be paid in two (2) equal installments commencing on the first pay period on or after the 1st January 2005 and 1st January 2006."*

Details of the salary rates are specified in the Shire of Esperance Enterprise Agreement.

#### Allowance status under the Awards

The allowance is an above award payment that is paid to employees as a weekly allowance. This

allowance does not constitute part of the employee's hourly rate and as such is not subject to overtime calculations. The allowance is applicable to annual leave, personal leave and long service leave entitlements. The allowance will not apply to termination payments.

#### Eligibility to receive the allowance

The allowance is payable to the following classes of employees:

- Permanent full-time employees;
- Permanent part-time employees (Pro-rata); and
- Fixed term employees at the discretion of the CEO.

The allowance is not payable to the following classes of employees:

- Casual employees;
- Volunteer Resource Centre Staff (subject of review);
- Home-Care employees (subject of review);
- Contracted Employees; and
- CEO or Directors.

The allowance may be withdrawn at any time from an employee in part or fully in the event that their status as an employee changes to an employee classification that is ineligible for the allowance.

#### Timing

The allowance is payable upon commencement of employment including the probationary period or as determined at the time in the offer of employment to an employee.

#### Basis of Calculation

The allowance is provided in levels that are similar to those applicable under the Local Government Industry Award. The allowance increases in line with Enterprise Agreement. If an employee is classified into another level under the Award their allowance level will be accordingly.

The allowance is made voluntarily by the Council over and above the applicable Awards. It is paid upon the employee maintaining satisfactory performance as determined by the Senior Management Group.

#### Process for withdrawal of the allowance

The allowance may be withdrawn, in total or in part, at the complete discretion of the Senior Management Group, in accordance with this policy, for the following reasons:

- sustained and/or unsatisfactory work performance;
- sustained and/or breaches of the Occupational Health & Safety requirements;
- sustained and/or breaches of the Shire's Code of Conduct;
- sustained and/or breaches of Council, Local Laws, and Management Policies (including the Customer Service Ground rules);
- an inability to undertake duties as set out in the employee's position description. (eg. loss of driver's licence); or
- misconduct (see definition below).

In the case of unsatisfactory work performance the allowance will not be withdrawn without the employee being provided with a written warning that continuation of the unsatisfactory performance would result in a loss of the allowance.

The Senior Management Group shall, in relation to unsatisfactory performance, have regard to Occupational Health & Safety requirements as set out in the Council's induction manual.

Misconduct Definition

Misconduct essentially occurs if an employee:

- corruptly acts or corruptly fails to act — in the performance of the functions of the employee's employment;
- corruptly takes advantage for own benefit or detriment to another — an employee corruptly takes advantage of the employee's office or employment as a public officer to obtain a benefit for himself or herself or for another person or to cause a detriment to any person or;
- commits an offence in official capacity — an employee whilst acting or purporting to act in his or her official capacity, commits an offence.

OR

An employee engages in conduct that:

- adversely affects, or could adversely affect, the honest or impartial performance of the functions of an employee whether or not acting in their official capacity at the time;
- involves the employee performing his or her functions without honesty or impartiality;
- constitutes or involves a breach of the trust placed in the employee by reason of his or her office or employment;
- suggests that the employee misused information for personal benefit or the detriment of another person and constitutes or could constitute an offence against any other written law; or
- brings the organisation's credibility into disrepute.

Process for reinstatement of the allowance

The Senior Management Group shall set a timeframe for the withdrawal and subsequent reinstatement of the allowance and any conditions and review process that are considered appropriate.

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