



Local Government as Employer of Choice:

Opportunities for a
Centralised Graduate Program
Coordinated by the
Local Government Association

EMERGING LEADERS PROGRAM 2021

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EXECUTIVE SUMMARY

South Australian Councils across metropolitan and regional areas are recognising the benefits of collaborations and partnerships through shared resources (both staffing and physical assets) to provide operational efficiencies and improved services to the local community.

With the Local Government of South Australia comprising of 68 Councils, there is an opportunity for the Local Government Sector to develop a centralised graduate program within People and Culture to attract and retain staff for a future workforce. Graduate programs are currently well established within the State Government and Private Sectors.

From the survey and research undertaken, over 50% of Councils would be interested in participating in the centralised graduate program that would be managed by either the Local Government Association or Local Government Professionals. Councils would have the opportunity to submit their candidate requirements to the overarching body and select preferred candidates through a selection process. Each Council would provide meaningful employment, whilst the graduate is given the opportunity to learn about Local Government and develop their skills base. The cost of the program would be funded by the participating Councils, in line with existing programs.

The key findings from the investigation showed that program would need to be structured to attract graduates to regional/ rural Councils, not to be disadvantaged by Metropolitan Councils with significant budgets and resources.

The introduction of a graduate program within the next five years would enable Councils to build capacity, increase innovation and strengthen diversity within the sector.

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INTRODUCTION

The parameters of this project were to investigate ‘what is the biggest opportunity facing Local Government in South Australia in the next five years?’. South Australian Councils across metropolitan and regional areas are recognising the benefits of collaborations and partnerships through shared services or partnerships in project and service delivery. What has not been fully investigated is the opportunity to promote Local Government as an employer of choice attracting and retaining skilled workers and the most efficient and collaborative way to achieve this.

A number of South Australian Council’s currently run programs to assist future school leavers and university graduates in securing employment or experience in their chosen field including graduate, intern, apprenticeship or work experience programs. These workers are recognised as being highly capable and energetic who can assist in building capacity, increasing innovation and diversity within the workplace. These skills are valuable assets in targeting and cultivating a workplace both within an organisation and across Local Government.

This report will investigate existing graduate programs within Local Government and in other sectors and the opportunities for a centralised program to be established that could be accessed by all Councils. It will consider the opportunities and/or constraints of a graduate program and the benefits it could provide metropolitan and regional councils within the next five years.

BACKGROUND

Generally, a graduate program is a recruitment program that caters to a variety of difference disciplines; offering employment opportunities for recent school-leavers for a period of one to two years.

For the graduate, these programs provide valuable on the job training and opportunities to enter the workforce. For the organisation, the program attracts highly capable, energetic new workers to Local Government, whilst building capacity, expanding knowledge and addressing diversity. It can benefit Councils in achieving their

organisational goals around workforce planning, attraction and retention of staff and supporting Local Government as being a competitive employer of choice.

A number of graduate programs exist across different industries throughout the country, both within private enterprise and government sectors. The key differences between a graduate program and a standard entry-level position within an organisation is that the graduate program incorporates more formal ongoing training and mentoring and focussed at developing future leaders within an organisation (Shepherd, C 2021).

In addition, an 'internship' is defined as a '*carefully monitored work or volunteer experience in which an individual has intentional learning goals and reflects actively on what he or she is learning throughout the experience*' (Australian Internships, 2015). Fair Work Australia goes further to state that internships (sometimes called student placements or work experience) are usually undertaken whilst the intern is a student, to help them meet course requirements. The key differences between a graduate program and an internship or work experience, therefore, are that a graduate program is usually paid work and for a longer period.

The State and Federal Government offer a comparable graduate program that serves as a valuable case study for local government. In some cases, it is centralised, or for industry specific fields, programs are at department level. The Department of Innovation and Skills (2021) within the Government of South Australia, provides an example of a comprehensive graduate program that they offer. Along with opportunities to simply enter the workforce, it recognises that there is value in investing and developing new talent through a broad annual schedule including:

- Induction programs
- Rotational placements
- Training and development sessions
- Structured study program for formal qualifications
- Mentoring program
- Networking opportunities.

This report seeks to understand the opportunity that exists for a similar model to be adopted by Local Government.

Local Government Association of South Australia

Whilst graduate, work experience, and apprenticeship programs within individual Councils already exist, this report also investigates whether it is a tangible option to have this program managed centrally by the Local Government Association of South Australia (LGA).

The LGA currently provides a range of member services which in effect represents shared services facilitated at the state level. *“The Local Government Association is a representative body for Local Government in South Australia, with a mission to provide leadership to Council for the benefit of the South Australian Community”* (Garrett C, page 9).

The LGA’s Strategic Plan (2021) outlines that as the voice of Local Government in South Australia, it is underpinned by four focus areas being: Advocate, Assist, Advance and Achieve:



Source: Local Government Association: <https://www.lga.sa.gov.au/about-lga/overview-of-the-lga/lgamembership>

Strategy 2 of the Strategic Plan (Assist) identifies that the LGA (or related entities) already provides a number of services for the benefit of all member Councils.

Several of the more prominent shared resources provided by the association include:

- Local Government Association Procurement
- Local Government Risk Services
- Local Government Financing Authority; and
- Local Government Functional Support Group.

With the Local Government of South Australia comprising of 68 Councils, there is an opportunity to further expand the current services of the LGA to a centralised graduate program to reduce duplication of this service across Local Government. A LGA hosted graduate program links closely to outcome 2.2 (of the LGA's Strategic Plan), which states '*Councils draw upon our resources, services and advice in order to save time and money and reduce risk*'. A centralised model could also improve the outcomes in relation to training and graduate experience with increased opportunities to connect graduates with employment opportunities within Regional areas.

METHODOLOGY

APPROACH

The objectives of the engagement and investigations to support this project are to:

- Establish what graduate programs currently exist, both within Local Government and in other sectors
- Understand the opportunities and challenges that graduate programs offer
- Determine whether a centralised graduate pool would be the most efficient
- Identify the employment areas where graduates may be best recruited
- Understand the opportunities that may exist for attracting and supporting graduates to regional areas; and
- Establish what support may be required from a centralised coordinator in terms of training and employment.

To obtain this information, a qualitative survey was distributed across the People and Culture network coordinated by the Local Government Professionals (refer to **Appendix 1**). The survey was available from 22 September 2021 – 11 October 2021. It was initially distributed to the Local Government People and Culture network only due to their intimate knowledge of current programs, recruitment strategies, staff attraction/retention and training. However, the survey was extended to the Local Government Professionals network to ensure it reached all Councils that may not have Human Resource members within the People and Culture network.

In addition to the survey, research was also conducted on existing graduate programs within Local Government and other sectors such as resources and programs offered through South Australian universities and TAFE to identify key themes, opportunities and constraints.

OUTCOMES

As a result of the approach, there were a total of **101** respondents to the survey from **34** different Councils (representing 50% of all Council's in SA). Further details are as follows:

- **48** from metropolitan Councils.
- **47** from regional Councils.
- **1** worked across three different Councils.
- **1** from the LGA .
- **4** respondents did not list their employer.

Refer to **Appendix 2** for a copy of the survey results.

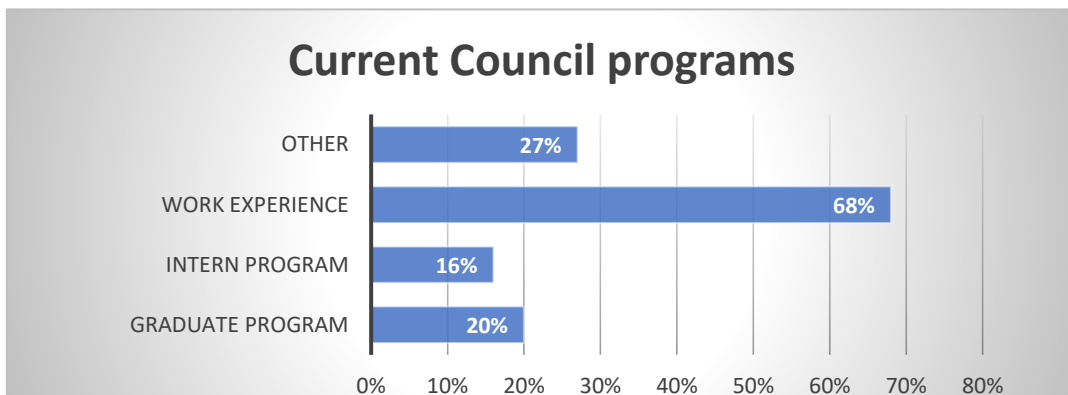
ANALYSIS & DISCUSSION

This section provides an overview of the responses to each question within the survey and analysis of the survey results pertaining to the feasibility of a centralised graduate program within the South Australian Local Government sector.

The online survey comprised 12 questions, aimed at gathering information from Council's in South Australia regarding existing graduate programs and work experience opportunities, and the demand for and feasibility of a centralised graduate program that could be managed by a suitable authority, such as the LGA.

In most cases, the online survey was completed by local government staff working in the people and culture environment, however the survey was available to all local government staff.

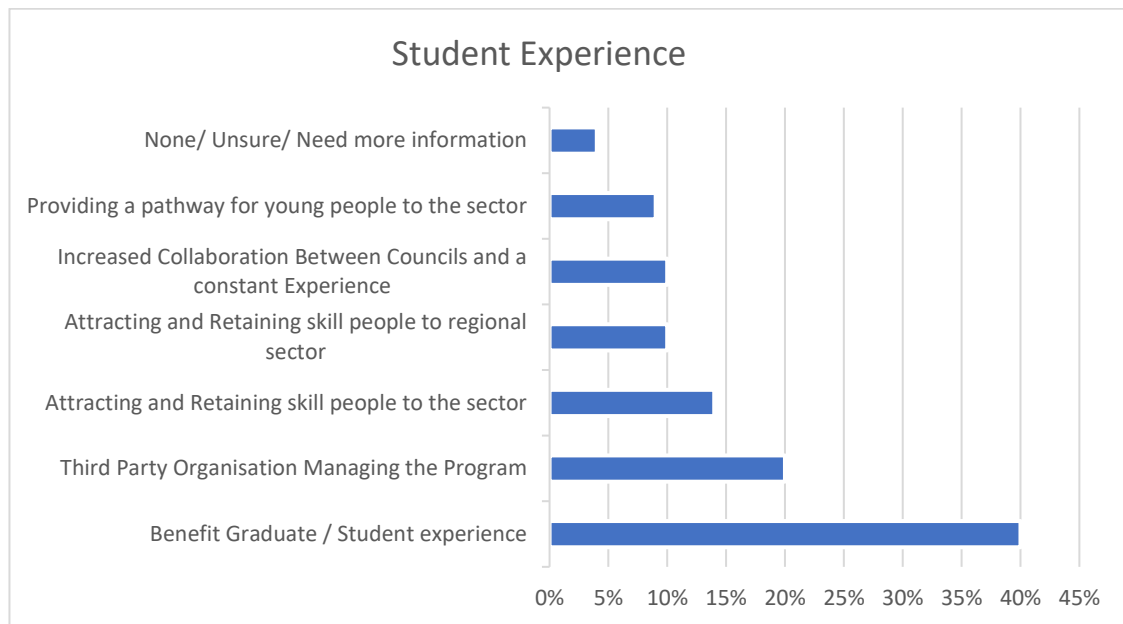
Question 1 - Does your council currently have any of the following programs? (N = 99)



Of the respondents who stated 'other', 12 council's offer traineeships, 6 council's offer no programs and 2 council's offer ad hoc/informal opportunities according to student and organisation needs.

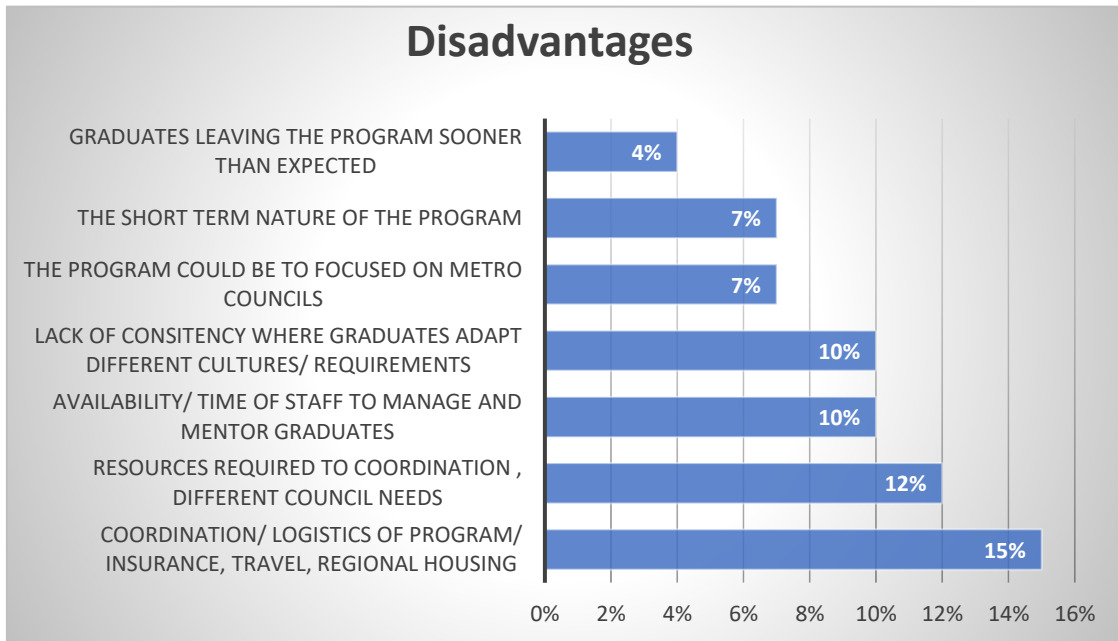
The majority of respondents indicated that their council currently offers student programs, with work experience opportunities the most frequently listed (74% of respondents). This highlights the proactive nature of SA Council's in engaging with educational institutions and their communities and demonstrating Council's support and willingness to participate and manage programs for students and graduates.

Question 2 - What do you think the benefits/advantages of a shared graduate program would be for SA Council's? (N = 99)



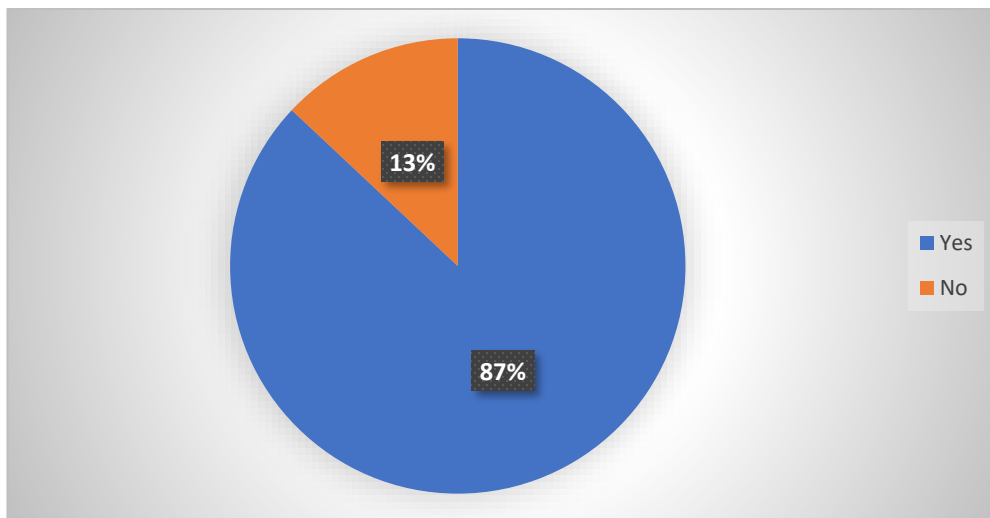
The majority of respondents indicated a positive understanding of a shared graduate program, with 40 respondents recognising the benefits to the participant, and 20 respondents recognising the benefits of having a third party, such as the LGA in coordinating a shared graduate program.

Question 3 - What do you think could be the potential disadvantages to a shared graduate program? (N = 98)

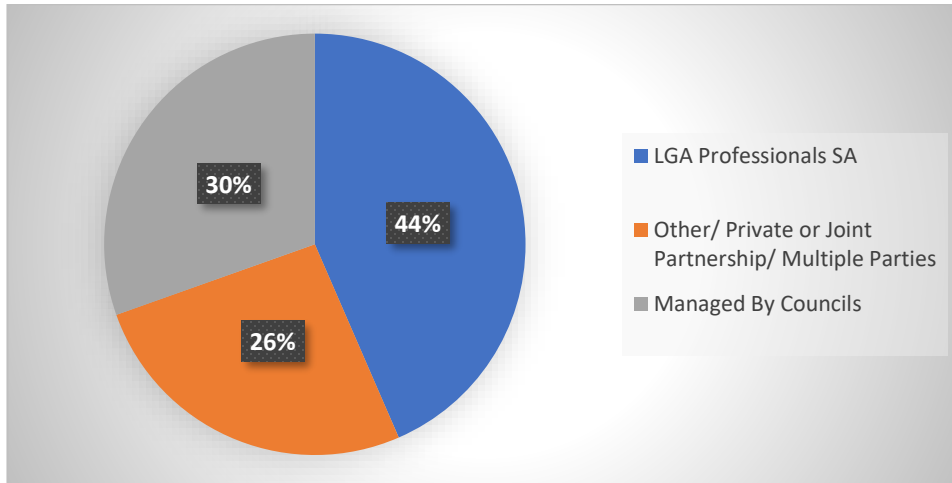


The key themes indicated that respondents recognised the logistical restrictions including Travel, regional housing, insurance and the overall management of the graduates as being the key disadvantages. These disadvantages may be overcome through detailed planning and adequate resource allocation.

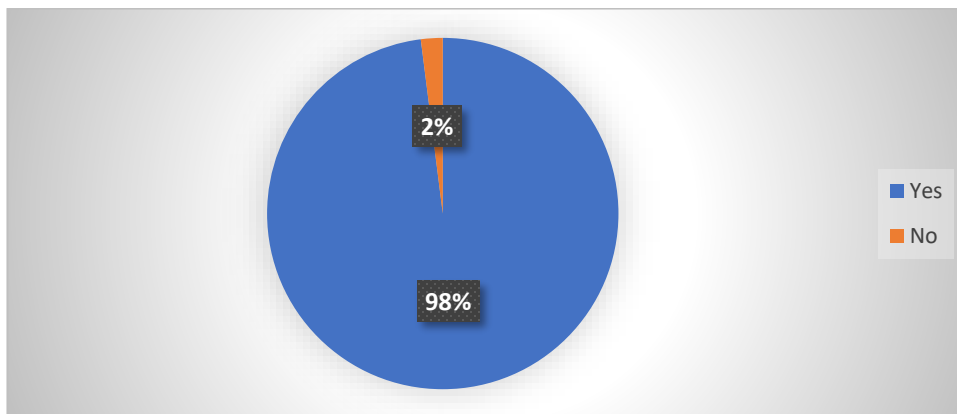
Question 4 - Do you feel the LGA is the right body to host / facilitate such a program? (N = 98)



Most respondents agreed that the LGA were the right body to host / facilitate such a program. Of those that answered no, respondents suggested the following:



Question 5 - Do you feel there would be a benefit for program participants to spend a portion of their time at regional Councils? (N = 100)



The majority of respondents felt that there would be a benefit for program participants to spend a portion of their time at regional Councils. Of the respondents who provided more information to this question, most believed the opportunity to experience a regional council would provide positive benefits to the participant and host council, however some respondents indicated this shouldn't be a mandatory requirement of the program.

Question 6 - Do you think a centralised training program, run in association with a graduate program would be beneficial? I.e. Report Writing, ICAC, Governance, Dealing with Difficult Customers, etc. (N = 97)



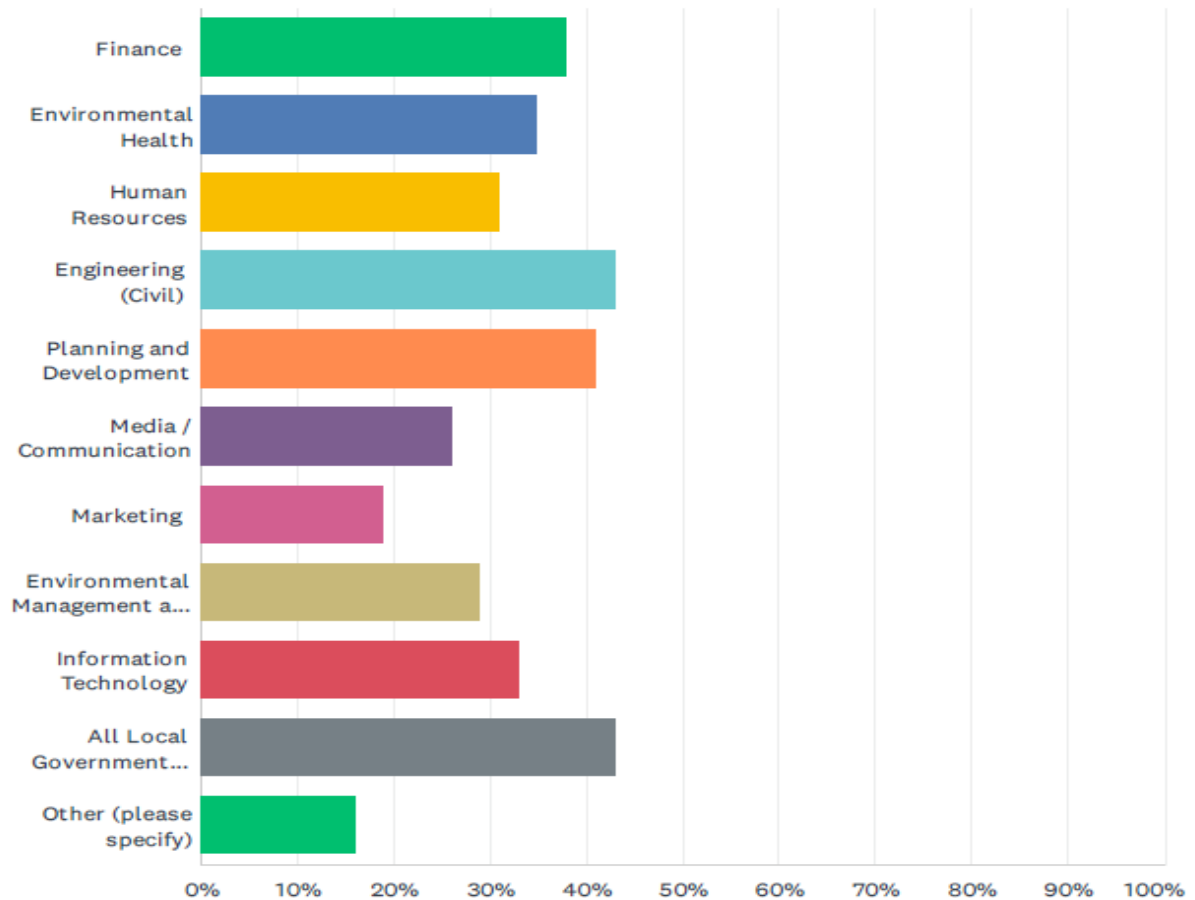
The majority of respondents felt that a centralised training program, ran in association with a graduate program would be beneficial.

Of the respondents who provided more information to this question, most believed a centralised training program would be of benefit as Local Government is a diverse sector, but that this program should be tailored to different needs.

Additional responses indicated that such a program should:

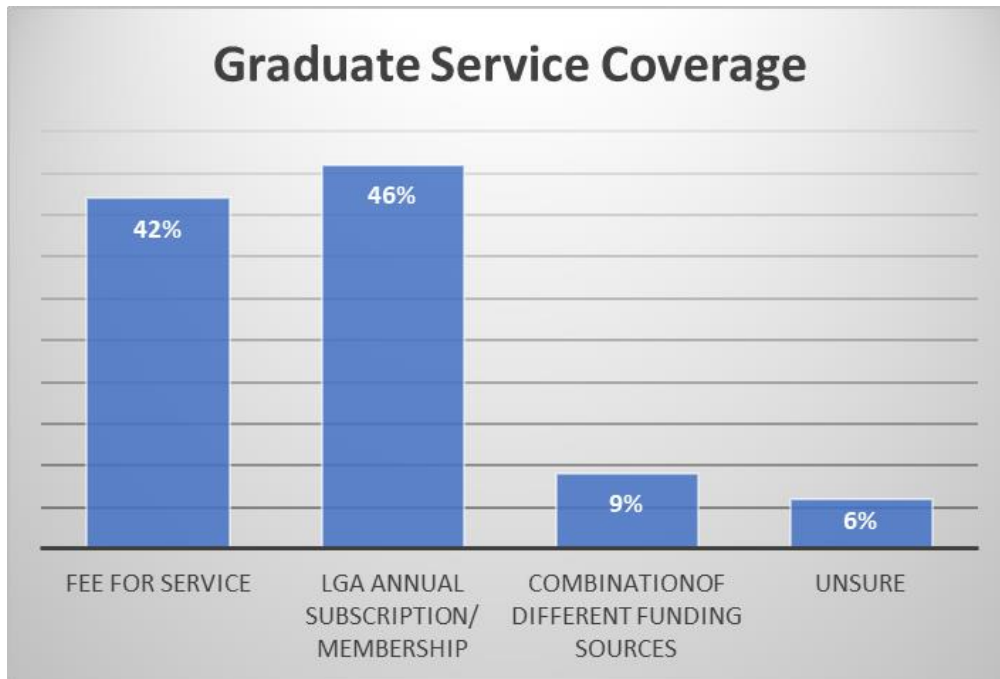
- be part of the base requirements of the graduate program;
- be undertaken in partnership with a University or another entity so that cost to Council's is reduced; and
- be open to as many participants (different qualifications) as possible.

Question 7 - What specific areas do you feel there is a need for graduates in the sector? (N = 100)



Whilst the responses to this question may be representative of an individual council or region at a point in time, such as current job vacancies or stimulus funding acquired as a result of the COVID-19 pandemic, the answers varied with multiple areas receiving a similar number of responses. This not only highlights the diversity of the sector, but the quality and range of potential opportunities for graduates.

Question 8 - How should the cost of a graduate pool service be covered? (N = 88)

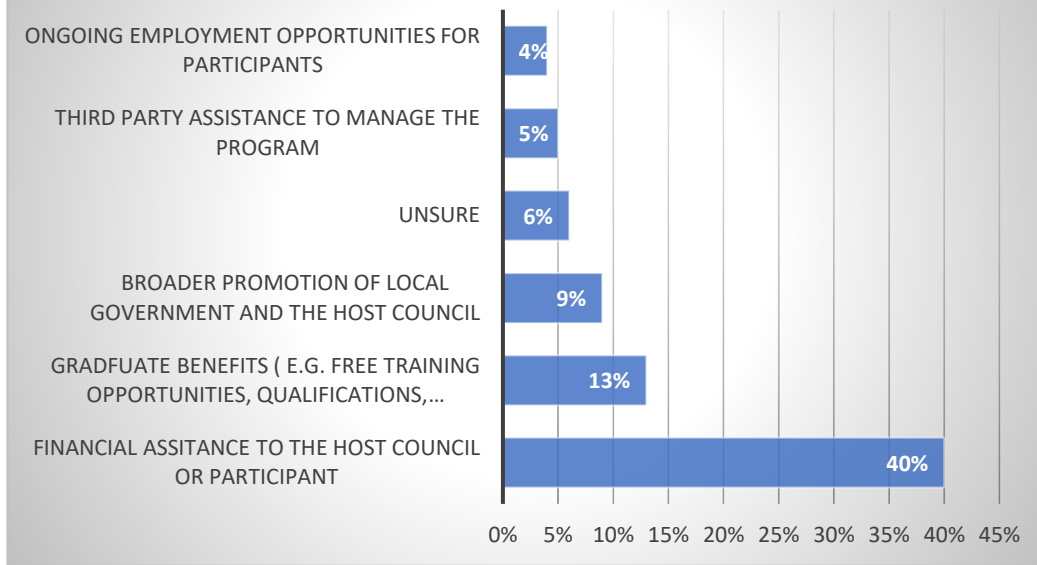


The responses to this question were evenly divided, indicating there isn't a clear preference for covering the costs of the program. Most respondents suggest the host Council should contribute financially, whether it be through a fee for service or LGA subscription. A smaller, but no less significant number of respondents, indicated that a combination of different funding sources could be used, suggesting this option could be explored further.

Question 9 - What potential incentives could be offered to Council's to encourage participation? (N = 88)

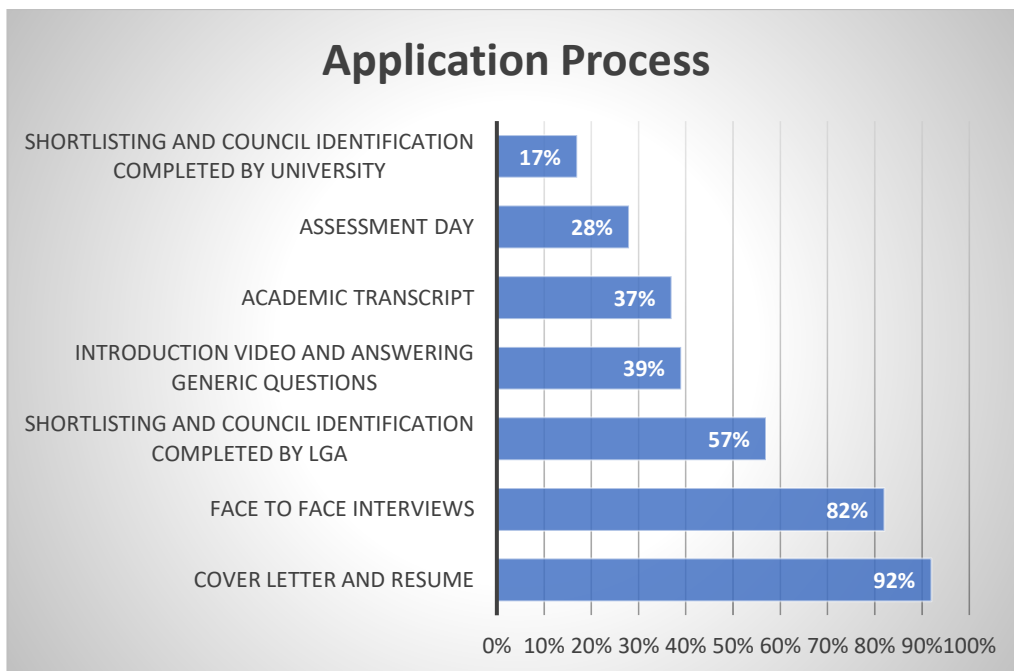
This question was an open text to enable respondents provide impartial and detailed responses. The total number of responses to this question was 83, and a summary of the frequent responses is as follows:

Incentives For Program



The majority of respondents indicated the provision of financial assistance to the host Council or participant would be the most effective incentive to encourage participation in a shared graduate program. Examples provided included fee subsidies, financial assistance for housing costs, or reimbursement of travel and moving costs.

Question 10 - What should be included in the application process? (N = 97)

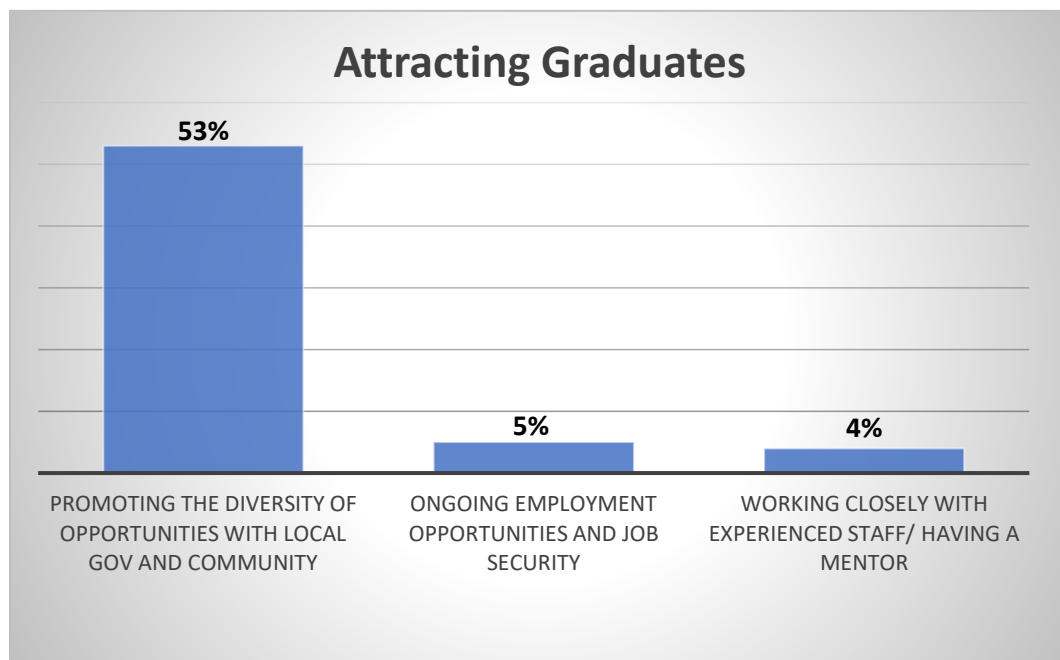


The preference is for applicants to provide a cover letter and resume, and face to face interviews should be included in the application process for a shared graduate

program, which could be supported by a shortlisting process, completed by the LGA. Application requirements such as providing an academic transcript, holding an assessment day or shortlisting by a university were least supported by respondents.

Question 11 - What would make a Local Government graduate program more attractive/appealing than a similar program at other levels of government or the private sector? (N = 90)

This question was an open text to enable respondents provide impartial and detailed responses. The total number of responses to this question was 85, and a summary of the frequent responses is as follows:



The majority of respondents indicated that promoting the diversity of opportunities within Local Government would be the best way to make a shared graduate program more appealing.

Question 12 - Please provide any further suggestions, feedback and ideas. (N = 53)

This question was an open text to enable respondents provide impartial and detailed responses. The total number of responses to this question was 49, and a summary of the frequent responses is as follows:

-
- Interested in and/or support the idea – 9 responses
 - The shared graduate program should consider existing programs and ways to partner with tertiary institutions and other organisations – 4 responses
 - Consider staff already working within Council's that want further opportunities and/or job security – 1 response
 - Need to gain input and approval from Council's CEO's – 1 response

Whilst this question received the least responses overall, the responses indicate that there is interest and support for such a program and potential partnership opportunities could be further investigated.

RECOMMENDATIONS

With the collaborated data collected through the survey, many of the participants believed the graduate program would be a viable addition to the Local Government sector. The key findings from the investigations conclude that:

- Majority of Councils would consider a graduate program to obtain specialised staff suitable to fill in positions on a temporary basis.
- Many advantages and disadvantages identified in the program that could potentially be a detriment to the rural / regional areas due to limited resources such as funding and accessibility resulting in the graduate program not being as effective as metropolitan councils.
- The ability to attract graduates to regional / rural areas due to many contributing factors, including housing, distance from home, benefits to working in a regional council and any perceived stigma connected to working for local government
- Potential for metropolitan Councils to offer attractive incentives to secure the best candidates
- Opportunity for regional Councils to collaborate funds to attract graduates, offer greater diversity and work experience across the field and the implementation of new creative ideas to assist regional councils move into the future,
- Requirement for a certain amount of time or hours working within a rural council with possible subsidies or even accommodation and wages paid for as an incentive. The cost of this could be shared over a few regional councils who can agree on a specialised graduate and utilise the candidate by having them work through various areas.
- With potentially the Local Government Association (LGA) or even LG Professionals SA coordinating the program, there would be possibilities for

funding to be subsidised allowing the cost for both local government and the graduates to be low. Ensuring a high interest and increased implementation of staff to improve works in local government.

- The program would be a great contribution to how local government works. While learning how local government works, without requiring permanent replacement of staff, and supply a high standard of workers to bring local government into the future.

With the right organisation overseeing the graduate program it could be utilised effectively to ensure local government becomes a versatile and a future job full of opportunities that is currently unknown by the graduates. If the program acquires more interest from graduates, over the next five years it could be a credible in attracting the right person for the job in the future. Which could save local government the long and expensive process of hiring staff. With the data collected with the right organisation and backing the graduate program could be a life changing endeavour for the LGA and for them to oversee the efficiency it would provide.

CONCLUSION

Over the next five years, there is an exciting opportunity for South Australian Councils and the LGA to develop a centralised graduate program to attract and retain a new workforce to the Local Government Sector.

The program will need to be developed with key considerations to how regional Councils can recognise the benefits of the program and not be disadvantaged by smaller budgets and remote locations. This could include incentive schemes or a requirement for graduates to spend time in a regional Council area.

With the preference being for the LGA or Local Government Professionals to oversee the graduate program with shared funding from Councils, there is the opportunity to work with the tertiary education sector to attract a high calibre of graduates with the Local Government sector to become employer of choice; a modern workforce.

REFERENCES

Australian Internships 2015, *What is an Internship?*, viewed 11 October 2021, <http://www.internships.com.au/hosts/what-is-an-internship>

Department for Innovation and Skills 2021, *Graduate Program*, South Australian Government, viewed 11 October 2021, <https://innovationandskills.sa.gov.au/department/about-the-department/graduate-program>

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Shepherd C 2021, *What is a graduate program?* Gradaustralia, viewed 27 September 2021, <https://gradaustralia.com.au/career-planning/what-is-a-graduate-program>

Fair Work Ombudsman (no date), *Work experience & internships*, viewed 11 October 2021, <https://www.fairwork.gov.au/pay/unpaid-work/work-experience-and-internships#Internship>

APPENDIX 1

Qualitative Survey distributed to SA Local Government staff between 22 September 2021 – 11 October 2021.

Q1: Does your council currently have any of the follow programs?

- Graduate Program
- Intern Program
- Work experience program
- Other (please specify)

Q2: What do you think the benefits/advantages of a shared graduate program would be for SA Councils?

Q3: What do you think could be potential disadvantages to a shared graduate program?

Q4: Do you feel the LGA is the right body to host / facilitate such a program?

- Yes
- No – if no, who do you suggest?

Q5: Do you feel there would be a benefit for program participants to spend a portion of their time at regional Councils?

- Yes
- No – if no, why?

Q6: Do you think a centralised training program, run in association with a graduate employment program would be beneficial? I.e. Report Writing, ICAC, Governance, Dealing with Difficult customer etc

- Yes
- No
- Other (please specify)

Q7: What specific areas do you feel there is a need for graduates in the sector?

- Finance
- Environmental Health
- Human Resources

-
- Engineering (Civil)
 - Planning and Development
 - Media /Communication
 - Marketing
 - Environmental Management
 - Information Technology
 - All Local Government services
 - Other

Q8: How should the cost of graduate pool service be covered? (excludes salaries)

- LGA annual subscription
- Fee for service
- Other (please specify)

Q9: What potential incentives could be offered to Council's to encourage participation?

Q10: What should be included in the application process?

- Cover letter and resume
- Academic transcript
- Introduction video answering generic questions
- Shortlisting and Council identification completed by LGA
- Shortlisting and Council identification completed by university
- Face to face Interviews
- Assessment Day

Q11: What would make LG program more attractive/appealing than a similar program at other levels of government or the private sector?

Q12: Please provide any further suggestions, feedback, ideas below

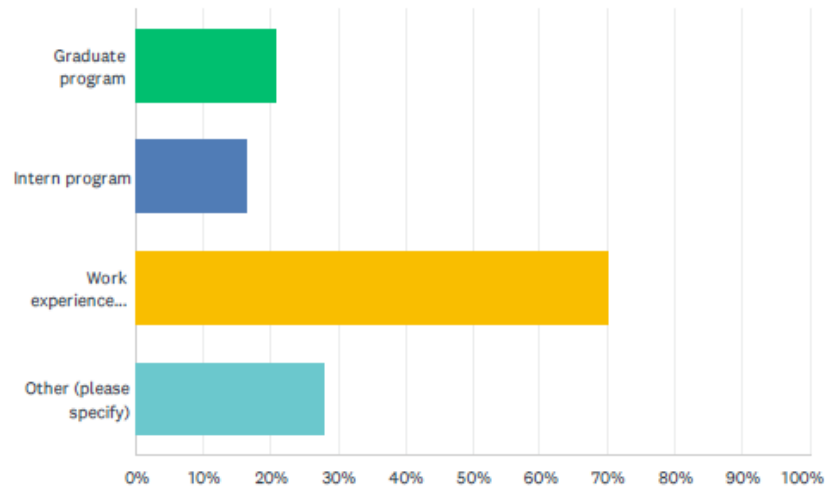
Q13: Are you from a metro or regional Council?

APPENDIX 2

Detailed survey results.

Q1 Does your council currently have any of the follow programs?

Answered: 97 Skipped: 4



ANSWER CHOICES	RESPONSES
Graduate program	20.62% 20
Intern program	16.49% 16
Work experience options	70.10% 68
Other (please specify)	27.84% 27
Total Respondents: 97	

#	OTHER (PLEASE SPECIFY)	DATE
1	Traineeships across several technical and fields service functions	10/11/2021 12:27 PM
2	Not that i am aware of.	10/7/2021 1:53 PM
3	Traineeships	10/6/2021 5:25 PM
4	That I am aware of we have only had high school work experience students in my department - Libraries and Customer service and we have had traineeships that have worked for a period of some months across a few departments.	10/6/2021 4:38 PM
5	A number of trainees	10/6/2021 2:17 PM
6	ad-hoc graduate opportunities, not a structured program	10/6/2021 9:56 AM
7	Trainee options for selected departments	10/5/2021 1:58 PM
8	traineeships for 1 year	10/5/2021 10:27 AM
9	I'm not part of a council... Part of a subsidiary which are too often forgotten in the LG space.	10/1/2021 5:37 PM
10	Trainee program	10/1/2021 2:09 PM
11	Traineeships Participation in various leadership development options	9/30/2021 5:48 PM

12	City of Mount Gambier doesn't have a specific program, but does engage with cadetships (eg engineering students), traineeships (eg admin and library trainees) and occasional other programs for outdoor workers and work experience, as we are able to support these. During the height of COVID in SA in early-mid 2020 Cpouncil took on several apprentices that had been laid off by their private employers.	9/30/2021 5:23 PM
13	Not proactive but will respond to approaches.	9/30/2021 3:46 PM
14	Trainee	9/30/2021 3:30 PM
15	We have the option of offering a 'placement' for a year 12 student	9/30/2021 3:29 PM
16	Nothing	9/30/2021 3:28 PM
17	Student placement opportunities	9/30/2021 3:17 PM
18	I am unsure what my Council offers	9/30/2021 3:16 PM
19	We have maxima trainees - however I do not have anything to do with a graduate/intern program	9/30/2021 3:13 PM
20	Trainees	9/30/2021 3:12 PM
21	Nope	9/30/2021 3:12 PM
22	Believe we have previously had graduate positions but do not have any currently.	9/30/2021 3:06 PM
23	not sure none of these programs have been talked about	9/30/2021 3:03 PM
24	Traineeships in parks and gardens and administration	9/28/2021 9:47 AM
25	no	9/27/2021 10:45 AM
26	None of above	9/22/2021 8:48 AM
27	Administration Trainees	9/22/2021 8:32 AM

Q2 What do you think the benefits/advantages of a shared graduate program would be for SA Councils?

Answered: 99 Skipped: 2

#	RESPONSES	DATE
1	Collaboration across Councils Broader experience for young professionals, given the very different activities and functions of regional, rural and urban Councils.	10/11/2021 12:27 PM
2	Bring in a younger group of people, as we have a largely older workforce. Attract people with talent and skills into local government.	10/7/2021 4:41 PM
3	Variety of work for the graduate would be awesome, the connections they make but also all councils share the same goals and to some degree a similar vision that we are all striving towards. It happens with apprentices in certain trades who move councils... huge benefit as it provides the trainees with a greater understanding of the huge impact local government has on the community. The graduate once they eventually settle at 1 council would be able to possibly implement programs or make decisions based on their experiences at other councils.	10/7/2021 1:53 PM
4	I think it would be beneficial and could also offer secondment from one Council to another	10/6/2021 5:25 PM
5	Experience, cross pollination of knowledge.	10/6/2021 4:38 PM
6	Broad exposure to the sector for the graduate, and the ability to utilise a shared resource for the Councils	10/6/2021 2:17 PM
7	Networking, sharing information, working together, developing partnerships	10/6/2021 11:34 AM
8	Increase age diversity	10/6/2021 11:08 AM
9	Someone organising it for you. It would be great to be able to just call up and say we need someone to help in this area. Depending on the discipline, it could be possible to offer graduates the ability to work across numerous councils. As a regional council, finding the funds or amount of work to put together an attractive opportunity often means nothing is pursued or little interest is shown in the opportunities.	10/6/2021 9:56 AM
10	There could be a network opportunity for graduates within the program to meet/video chat and their experiences or for Council's to share graduate program initiatives and stories.	10/5/2021 3:22 PM
11	Efficiency - reduced duplication of effort; attract government funding for the program as graduates should be paid while on internships. LG as a sector could provide opportunities and attract co-funding from Governments	10/5/2021 2:35 PM
12	loyalty to the place and personal growth and job satisfaction	10/5/2021 2:06 PM
13	Diversity in the experience and see the different perspectives and local government cultures first hand	10/5/2021 1:58 PM
14	Exposure to different work cultures/environments. Exposure to different types of work.	10/5/2021 12:47 PM
15	Would be great to have a pool of graduates that councils could request graduates from	10/5/2021 10:27 AM
16	Efficiencies in recruiting, training, and a larger pool of potential candidates to draw from	10/5/2021 9:45 AM
17	Shared graduate programs are a great way to introduce potential employees to the world of Local Government. There is so much variety and so many chances for long term employment.	10/3/2021 1:48 PM
18	good opportunity for development	10/2/2021 8:13 AM
19	The benefit would extend beyond Councils. LG is far more than just Councils	10/1/2021 5:37 PM
20	Would be awesome to have a strategic way to get young professionals in to local government	10/1/2021 2:09 PM
21	Great benefits - there is such a difference to working in a regional Council as opposed to a metro Council - both are great but very different. This type of program would provide graduates	10/1/2021 1:48 PM

	with a much broader understanding of our sector and the opportunities and challenges Councils/Communities face.	
22	More graduate positions available.	10/1/2021 9:36 AM
23	Cost savings to participating Councils; CPD benefit to participants, enabling a life-long learning option	10/1/2021 9:25 AM
24	networking However i think there is more advantage on skilling up and educating employees at lower levels	10/1/2021 9:04 AM
25	development & access to next generation of qualified professionals, cross pollination, knowledge share and increased collaboration between Councils	10/1/2021 8:07 AM
26	There is a gap in attracting graduates into LG, a shared program that has the potential to offer opportunities to work across metropolitan and regional council, to have greater exposure in varied needs of role dependent on location would be a great benefit. This work experience would build a wider understanding that can be shared across councils and also can bring improvements and increased efficiency.	9/30/2021 7:29 PM
27	Shared Knowledge	9/30/2021 7:27 PM
28	Retain quality youth in regional areas and offer a career opportunity	9/30/2021 6:57 PM
29	Setting graduates up for success in gaining broad knowledge, to understand the varied services that metro and regional councils undertake.	9/30/2021 6:10 PM
30	Continues learning across the sector Links people together esp if across regional and metro invests in people in the sector Builds local government as an employment option for graduates	9/30/2021 5:48 PM
31	Experience across diff councils as each have diff ways to doing work.	9/30/2021 5:24 PM
32	I think this would be an opportunity for regional Councils to showcase the benefits and opportunities of regional employment while also benefiting from having connection with a metro-based graduate (that we might not otherwise be able to attract or support) and similarly with the metro-based host Council. Metro Council participants might benefit from trainees being exposed to regional/rural issues as well as a broader based graduate role (regional Council roles generally being less specialised and having to 'wear more hats')	9/30/2021 5:23 PM
33	The opportunity for smaller regional Councils to attract a graduate, providing the graduate with experience in regional living, and thus positive PR about regions, and in the future movement of skilled staff from cities to regions.	9/30/2021 5:18 PM
34	Exposure for participants to the diverse range of types of councils and the services they deliver. Shared costs.	9/30/2021 5:13 PM
35	We need to grow our for specific roles as there is a shortage of people especially, Traffic engineers, project managers civil and IT business analysts.	9/30/2021 4:34 PM
36	Graduates would gain a solid understanding of the key roles, benefits and challenges faced in Local Government across a range of Councils.	9/30/2021 4:31 PM
37	Education and practical experience learning of a potential employee that has had varied exposure to the business of different size and complexity of councils, sharing of the cost.	9/30/2021 4:30 PM
38	Assistance when required and training grads in a broader field. Eg Regional and City Councils	9/30/2021 4:28 PM
39	Benefit to Councils: Potential for shared administration resources and costs (e.g. insurance) Benefit to participants: opportunity to experience different types of councils	9/30/2021 4:25 PM
40	Diversity of experience for both Council and the graduate	9/30/2021 4:21 PM
41	Long term succession planning could benefit from a shared graduate program by attracting better candidates when recruiting.	9/30/2021 4:19 PM
42	Hopefully engaged people who may wish to work in rural/remote areas	9/30/2021 4:19 PM
43	consistency across what is offered and outcomes. Could create a graduate recognition award.	9/30/2021 4:03 PM
44	Promotes the sector to those who previously hadn't considered or thought of it Sector could be seen as an employer of choice	9/30/2021 3:59 PM

45	Provide an opportunity for graduates to experience a number of operating environments, especially in regional SA - and to also experience a number of difference communities	9/30/2021 3:46 PM
46	Shared experience, an easy to go to one stop shop	9/30/2021 3:35 PM
47	Development of skilled professionals with an understanding of local government	9/30/2021 3:33 PM
48	Raising the profile of the sector	9/30/2021 3:33 PM
49	Development of skilled professionals with an understanding of local government	9/30/2021 3:33 PM
50	sharing costs, graduate has access to different council tools/processes which can be highlighted/shared	9/30/2021 3:30 PM
51	Exposure to variety of council business, attracting graduates to regional areas - bringing professionals to regional areas.	9/30/2021 3:30 PM
52	Just the broader focus that the graduate would personally see. The differences between small metro, large metro and regional there is a difference which may surprise people. Different opportunities would then present.	9/30/2021 3:29 PM
53	Broad understanding is issues within local government. regional councils ability for service delivery is different to metro councils.	9/30/2021 3:28 PM
54	Potential solution for the ageing workforce Bring new ideas, skills and perspectives to SA Councils Graduates tend to be more open to change and opportunities Change the culture at SA Councils (more diversity) Build a strong relationship with Universities	9/30/2021 3:27 PM
55	It would be a great resource for small regional Councils to be able to use graduates for running programs or projects. Many small councils simply don't have the appropriate resources and this option would enable works targeted at these graduates	9/30/2021 3:25 PM
56	Shared resources and facilities along with Knowledge of Local Government	9/30/2021 3:21 PM
57	In particularly in the regional areas it would offer experience to new graduates and also hopefully entice graduates to the country areas	9/30/2021 3:20 PM
58	Enormous, graduates often struggle to compete and enter the workforce but bring with them innovative thinking- the cultural impact to challenge, grow and innovate is advantaged by this fresh perspective as well as contributing as a new way to expand the delivery of LG services in a financially responsible way	9/30/2021 3:17 PM
59	It would provide an opportunity for Councils to employ graduates without the risk associated with creating a new role wholly within an organisation, which is challenging for many if not most Councils given the need to seek efficiencies.	9/30/2021 3:16 PM
60	As a graduate myself, I think it would be a great opportunity to provide graduates with experiences across SA councils, especially as those newly entering the workforce are still discovering what they do and don't enjoy.	9/30/2021 3:16 PM
61	Encourage Local Government knowledge and employment	9/30/2021 3:16 PM
62	Cross council knowledge, adaptive professionals, greater exposure to different municipals, opportunity to get graduates into regional areas	9/30/2021 3:16 PM
63	LG can be a difficult industry to get into without having qualifications. Assisting people with this would help get people into the roles, especially in rural areas where shortages of specialist fields such as Environmental Health, Planning a re particularly common and difficult to recruit for.	9/30/2021 3:15 PM
64	Would provide more flexibility for councils who may find it difficult to find graduates by sharing a resource with other councils	9/30/2021 3:15 PM
65	upskill of employees, retain staff, provide broader employment opportunities within the sector.	9/30/2021 3:13 PM
66	I think the sharing of resources is so important. A shared graduate program would support all the councils involved	9/30/2021 3:13 PM
67	Ability to expand knowledge of the sector and to understand the complexity across different councils and locations	9/30/2021 3:12 PM
68	Would need more information to comment	9/30/2021 3:12 PM

69	Broader exposure across LG as a whole, increased opportunity for different experiences	9/30/2021 3:11 PM
70	Having access to a shared candidate pool and reliable references across our LG network would be incredibly valuable. The ability to share graduates across Councils (particularly if engaged on a PT basis) would expose graduates to a range of practices and enable the sharing of knowledge and ideas in different Council practices.	9/30/2021 3:10 PM
71	Regional exposure	9/30/2021 3:10 PM
72	possibility of getting a variety of experience	9/30/2021 3:10 PM
73	Hard to say without some more detail of what you are proposing.	9/30/2021 3:09 PM
74	The advantages are endless for smaller regional councils with a low rate base and less access to highly skilled, qualified employees	9/30/2021 3:08 PM
75	Encouragement of employment within Local Government. New ideas from a new generation of employees	9/30/2021 3:08 PM
76	Additional staff resource. Cross council collaboration	9/30/2021 3:06 PM
77	Mentorships, access to well developed courses	9/30/2021 3:04 PM
78	None that I know	9/30/2021 3:04 PM
79	influence what is taught to graduates	9/30/2021 3:03 PM
80	Share the costs, exchange of ideas, not having to find work for the graduate to keep them fully occupied.	9/30/2021 3:02 PM
81	Able to share information and resources more easily - encourages collaboration and cooperation.	9/30/2021 3:01 PM
82	Ability to attract experts to the sector	9/30/2021 3:00 PM
83	Attracting a younger workforce through the benefits of training/development	9/30/2021 3:00 PM
84	Share resources, mentor graduates promote LG regional and metro as a great place to work	9/29/2021 5:22 PM
85	Improving skill shortages and filling gaps within specialised areas that are in high demand. Developing people in the LG Sector, shared resource options.	9/29/2021 2:07 PM
86	Shared knowledge and experience across the sector	9/28/2021 2:41 PM
87	Opportunity to employ	9/28/2021 9:47 AM
88	Ability for graduates to receive experience in various Councils, therefore sharing information between Councils, cost sharing, shared responsibility	9/27/2021 2:32 PM
89	resourcing for small level 5 councils	9/27/2021 10:45 AM
90	Build the Grads network, shared resources, cost savings	9/23/2021 2:49 PM
91	Developing future skills for the industry to ensure quality candidates are available if there is a market unavailability	9/23/2021 2:40 PM
92	Broad insight and understanding of unique dynamics in each council. Opportunities to share costs and develop future better talent pools. New fresh eyes with practice gained in other councils informing future decisions and sharing of knowledge - similar to benefits of say a joint legal service provider who builds up repertoire of similar issues.	9/22/2021 10:12 PM
93	Access to relevant training across the board for all graduates	9/22/2021 11:24 AM
94	Benefit of the graduate having a wide range of learning opportunities and seeing how different Council's operate as well as providing new ideas and assisting Council's with improvements that they may have identified at other Councils.	9/22/2021 8:55 AM
95	Good opportunity for shared and varied experiences	9/22/2021 8:48 AM
96	Increased awareness of the amazing career opportunities in the LG sector	9/22/2021 8:32 AM
97	I think having a shared program would be very advantageous across SA. This would allow graduates to have an opportunity for a variety of placements and experiences, and support our pipeline of talent. State Government has a variety of programs of this nature, which has them a step ahead of local government when it comes to attracting high quality candidates.	9/21/2021 4:32 PM
98	Shared knowledge opportunity for smaller/regional Council's as well as providing access to human resources that might not otherwise be affordable	9/21/2021 4:10 PM
99	Opportunity for smaller councils to have access to graduates	9/21/2021 3:57 PM

Q3 What do you think could be potential disadvantages to a shared graduate program?

Answered: 98 Skipped: 3

#	RESPONSES	DATE
1	Funding of the program and the individual in the current financial climate. Administration of the program - possibly an LGA initiative?	10/11/2021 12:27 PM
2	None.	10/7/2021 1:53 PM
3	The cost to smaller (and regional) Council's if needed to contribute to the cost of setting up and managing program.	10/6/2021 5:25 PM
4	Loss of staff and the experience they brought with them and costs involved.	10/6/2021 4:38 PM
5	The usual challenges of sharing a resource - we all want them at the same time, we all think that somebody else is getting more of their time than we are, that we are spending all of our time training somebody that will then go to another organisation. Lots of different ways of doing things which may be confusing for the graduate.	10/6/2021 2:17 PM
6	People competing	10/6/2021 11:34 AM
7	Resources required to administer program (which would outweigh the benefits of the program in my opinion)	10/6/2021 11:08 AM
8	It becoming too metro focused.	10/6/2021 9:56 AM
9	Fitting this within the current capacities of leaders mentoring graduates	10/5/2021 3:22 PM
10	Lost control, different work environments/HR practices, insurance, accessibility of graduates to regions, shared partnership i.e. one University or multiple etc. Scope creep by who ever is in control, presuming the LGA	10/5/2021 2:35 PM
11	places being used to just get qualifications and then move on	10/5/2021 2:06 PM
12	Bias between regional and city based Councils (given travel, accommodation, mentor availability, size, comfort zones etc)	10/5/2021 1:58 PM
13	Exposure to different work cultures/environments - constantly having to adjust makes it hard to learn the role.	10/5/2021 12:47 PM
14	I can only see the graduates from benefiting from such a program and not the councils. I think each council should have their own graduate program. unless the LGA or a body is responsible to make sure that each council run a graduate program and help them to make it happen.	10/5/2021 10:27 AM
15	De-personalised, lose the council-specific cultural fit	10/5/2021 9:45 AM
16	No disadvantage	10/3/2021 1:48 PM
17	resources invested in a person who moves on from council - good for the individual and the LG sector but would need to see ROI for individual council	10/2/2021 8:13 AM
18	Very little disadvantage	10/1/2021 5:37 PM
19	???	10/1/2021 2:09 PM
20	Travel for the participants - making sure you can co-ordinate the program.	10/1/2021 1:48 PM
21	Councils teaching the graduates with different processes. Not receiving as much time and work from the graduate due to different workplaces.	10/1/2021 9:36 AM
22	None - learning only benefits people and organisations	10/1/2021 9:25 AM
23	as above creates a culture of 'elite' 'special' employees	10/1/2021 9:04 AM

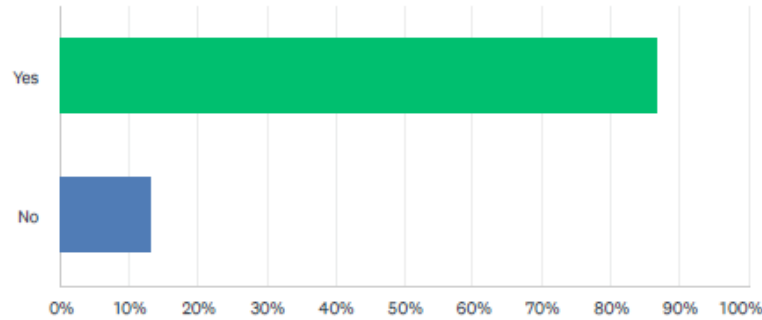
24	Not sure that there would be many although Council's who participate and devote time to develop graduates might lose them to other organisations that dont	10/1/2021 8:07 AM
25	Regional graduates may not see the benefits of metropolitan experience and how that could be embedded back into a regional councils and vice versa.	9/30/2021 7:29 PM
26	Silos within LGA councils	9/30/2021 7:27 PM
27	Nil, often graduates don't see LG as a first priority career option and by introducing a grad program will help change that	9/30/2021 6:57 PM
28	Might be treated as 'helpers' instead of learning more broadly and being immersed through exposure in the organisation	9/30/2021 6:10 PM
29	Needs to be organised well to ensure that it is fit for purpose Needs to be accessible for those councils that may have less resources so might need extra support	9/30/2021 5:48 PM
30	Not enough time to deep dive, unless rotate once per year.	9/30/2021 5:24 PM
31	Administering it, accommodating graduates (regional housing availability is a genuine issue which SAROC is currently escalating with the LGA)	9/30/2021 5:23 PM
32	Differing systems and processes from Council to Council. Travel from Council to Council. Differing expectations from each Council	9/30/2021 5:18 PM
33	Lack of consistency, crossing over of activities etc	9/30/2021 5:13 PM
34	Continuity of employment Managing appropriate support across Councils especially smaller Councils Cost of the program.	9/30/2021 4:34 PM
35	Logistics - arranging suitable times for the graduates that suits each participating Council.	9/30/2021 4:31 PM
36	Get tired of mentoring and and supporting of graduates over an extended that results in no employment outcome for an individual council	9/30/2021 4:30 PM
37	Possibly not enough time to spend with grads by experienced staff whos work loads maybe full already	9/30/2021 4:28 PM
38	Some councils may not want to add this to their existing programs (& don't want to discontinue their existing programs) Coordinating administration and timing with other councils may be difficult - e.g. you can't just go with what suits your council	9/30/2021 4:25 PM
39	Cost for a metropolitan graduate to spend time in a region- accommodation etc.	9/30/2021 4:21 PM
40	Resourcing pressures for the regional SA Councils where staff are already covering multiple roles and do not have time to mentor or train others.	9/30/2021 4:19 PM
41	Confidentiality	9/30/2021 4:19 PM
42	not all councils are resourced the same to manage participants	9/30/2021 4:03 PM
43	Support from the sector Could be seen as 'too hard'	9/30/2021 3:59 PM
44	Logistics and for graduates to be able to move around - housing and transport in regional SA - dislocation from comfort zones and familiarity	9/30/2021 3:46 PM
45	An easy to go to one stop shop - therefore you are not expanding it to other graduate areas from other universities.	9/30/2021 3:35 PM
46	Distance to regional areas differing practises amongst Councils	9/30/2021 3:33 PM
47	None	9/30/2021 3:33 PM
48	Distance to regional areas differing practises amongst Councils	9/30/2021 3:33 PM
49	competing timeframe for placement of graduate	9/30/2021 3:30 PM
50	Time spent in training/upskilling graduates - this is particularly problematic for small regional councils where there is significant time pressures and workload restraints already	9/30/2021 3:30 PM
51	How would things like accommodation and pay be addressed across different councils when there are different \$'s at the same level	9/30/2021 3:29 PM

52	it wont appeal to some people as they may not want to travel or cant afford to travel	9/30/2021 3:28 PM
53	Current Council staff feeling that jobs are being 'taken' away Resources required to manage the program (Council's not prepared to manage graduate placements etc) Consistency across Council's in terms of pay, benefits, ongoing placement etc (do graduates become permanent staff?)	9/30/2021 3:27 PM
54	when the resources would e available - would we all want them at the same time?	9/30/2021 3:25 PM
55	will need to have a pre-agreement across councils as to what is to be covered in the program. Also, cross Council co-operation will be required which may throw some interesting situations up. This will be based on what each council perceive the value to be and what they want from the program.	9/30/2021 3:21 PM
56	Manpower to oversee and train in an already limited staff area	9/30/2021 3:20 PM
57	Short term/timing of graduate placement may reduce the meaningful project outcomes, however if you are thinking of significant term placements this would be mitigated.	9/30/2021 3:17 PM
58	Onboarding could be an issue as graduates move between different Councils - it can be challenging enough just changing teams within a single Council sometimes.	9/30/2021 3:16 PM
59	Potentially creates a bit of instability for the graduate.	9/30/2021 3:16 PM
60	Nil	9/30/2021 3:16 PM
61	Time constraints - Graduates may not be placed at municipals long enough to gain substantial experiences.	9/30/2021 3:16 PM
62	Costs to smaller councils.	9/30/2021 3:15 PM
63	Graduates may prefer staying at a single Council, or it may be hard to get city graduates to/from regional councils	9/30/2021 3:15 PM
64	Councils may support staff through program, then have them leave for a different job. They don't get the return on their investment as such.	9/30/2021 3:13 PM
65	The perception that the graduate is working more at one council than another.	9/30/2021 3:13 PM
66	Quality of leadership at the different locations	9/30/2021 3:12 PM
67	Would need more information to comment	9/30/2021 3:12 PM
68	If councils don't commit and invest towards it	9/30/2021 3:11 PM
69	Competition for high calibre candidates (not always a bad thing!), mechanics and politics of getting buy in and financial support for engagement.	9/30/2021 3:10 PM
70	Cost.	9/30/2021 3:10 PM
71	travel distance for graduates working across multiple councils. accommodation requirements if they were to get a regional placement. possibility of repeated training across councils. Effort vs outcome for Councils training graduates and not getting the benefit of them coming to work with them	9/30/2021 3:10 PM
72	Depends on the structure of the program and how long the graduate would spend at each Council - they would need to be able to quickly learn new systems and processes. How are the tasks broken up? Who is the line manager and responsible for managing the outputs?	9/30/2021 3:09 PM
73	Travel distance in regional areas.	9/30/2021 3:08 PM
74	Mis-communication, programming issues, project coordination	9/30/2021 3:08 PM
75	It may be that not all councils are able to be utilised due to location - might become a very metro specific program. Strain on additional resources / staffing supporting a graduate for a short period of time.	9/30/2021 3:06 PM
76	Accessibility and benefit for regional staff	9/30/2021 3:04 PM
77	Two different roles	9/30/2021 3:04 PM
78	who gets the graduate	9/30/2021 3:03 PM

79	distance to regional centres, accomodation	9/30/2021 3:02 PM
80	Disagreements - Councils not wanting to help other LGAs and potentially disadvantage their own.	9/30/2021 3:01 PM
81	none	9/30/2021 3:00 PM
82	Nothing	9/30/2021 3:00 PM
83	none if planned properly	9/29/2021 5:22 PM
84	Can't think of anything	9/29/2021 2:07 PM
85	It might constrain the program.	9/28/2021 2:41 PM
86	?	9/28/2021 9:47 AM
87	lack of control over the process	9/27/2021 2:32 PM
88	nil	9/27/2021 10:45 AM
89	Getting the collaboration committment	9/23/2021 2:49 PM
90	If Council's have to use existing FTE to support a program. Our Council has minimal FTE and to have to use existing FTE for the program would not be viable. Has to be on top of approved FTE count.	9/23/2021 2:40 PM
91	Some duplication of efforts. Ascertaining who goes where. Dedication of existing resources. Hard to sometimes translate knowledge across - each council still largely works to own beat.	9/22/2021 10:12 PM
92	lack of flexibility in delivery, ie restricted to metro	9/22/2021 11:24 AM
93	Ensuring that the graduate has a good amount of time between the Councils and ensuring that there is a set person at each Council to manage the graduate effectively. Also need clear communication between Councils that are apart of the program to ensure that people are aware of what is working and what is not.	9/22/2021 8:55 AM
94	Not enough time to complete a project or piece of work. Conflicts between the shared councils	9/22/2021 8:48 AM
95	Need to ensure graduates are committed to spending time in metro and the regions and experiencing large and small organisations.	9/22/2021 8:32 AM
96	Not necessarily a disadvantage - but considerations would need to be made as to what support/resourcing the graduates and their supervisors would require, and how their experience and feedback is measured. Poor supervisors and/or a poor experience will lead to a negative outcome, and damage the programs reputation.	9/21/2021 4:32 PM
97	Risk of ability to retain long term. Inflexibility to increase hours when required.	9/21/2021 4:10 PM
98	Graduates not wanting to venture out to more regional/remote councils	9/21/2021 3:57 PM

Q4 Do you feel the LGA is the right body to host / facilitate such a program? I

Answered: 98 Skipped: 3



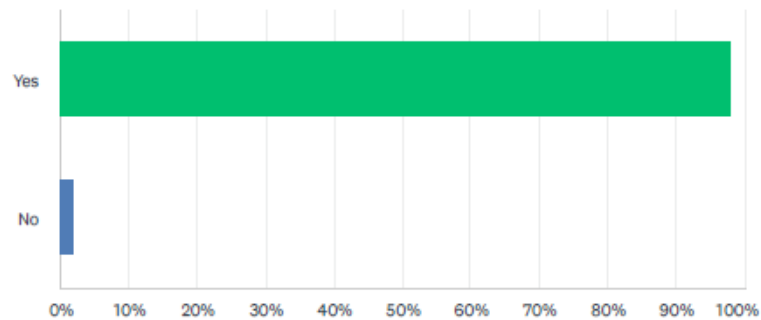
ANSWER CHOICES	RESPONSES	
Yes	86.73%	85
No	13.27%	13
TOTAL		98

#	IF NO, WHO DO YOU SUGGEST?	DATE
1	LG Professionals	10/7/2021 4:41 PM
2	I did say yes to the LGA hosting them, but it doesn't stop a Council from being the host either.	10/6/2021 2:17 PM
3	Request councils nominate to develop and pilot the program. Would suggest to do it properly the program needs a resource allocated	10/6/2021 11:08 AM
4	LGA are not and have not been employers in local government and this is not their core business. LGA would be an active partner to support the initiative. Perhaps LGA would support LGPro or the HR network.	10/5/2021 2:35 PM
5	LGP	10/5/2021 1:58 PM
6	Similar to traineeship	10/3/2021 1:48 PM
7	LG Professionals	10/1/2021 5:37 PM
8	LG Professionals SA	10/1/2021 2:09 PM
9	I think LGP and LGA should do this together	10/1/2021 1:48 PM
10	AIM is also a good Post-grad education provider	10/1/2021 9:25 AM
11	Not sure	10/1/2021 9:04 AM
12	But also possibly the LG Professionals as part of a development program	9/30/2021 6:10 PM
13	Unsure - depending on the scope of the program. LGProfessionals as the peak body for the professional makes sense, but with close links to LGA given membership and representative roles	9/30/2021 5:48 PM
14	Actually YES, but an alternative could be the regional LGA's, or a combined project with the LGA, regional LGA's and regional Councils. If the LGA/regional LGA's hosts then it may make	9/30/2021 5:23 PM

	it simpler to provide a rotating graduate opportunity across and between regions and make more Councils likely to participate without the duplication of administration	
15	Yes - but only if they have the resources	9/30/2021 4:25 PM
16	Either LGA or LG Pro	9/30/2021 4:21 PM
17	Possibly as a peak body and then having a relationship with regional LGA networks such as EPLDA and RDA's	9/30/2021 3:46 PM
18	We are a huge employer with a wide breadth of opportunities yet good systems and processes. Of which experience in can significantly shape the success of a worker	9/30/2021 3:17 PM
19	There are more than enough LGA's within SA to facilitate such a program.	9/30/2021 3:16 PM
20	Possibly - however the perception of LGA involvement may put some Councils off. It would be better run in [partnership between the Councils.	9/30/2021 3:13 PM
21	Yes if appropriately resourced, communicated and accessible.	9/30/2021 3:10 PM
22	Prefer a professional education provider (university, TAFE)	9/30/2021 3:04 PM
23	The LGA has very high overheads for programs and very little experience running this type of opportunity. It should be run by an established entity with experience in this field.	9/30/2021 3:00 PM
24	LG Professionals should be the host/coordinator	9/29/2021 5:22 PM
25	Or a body such as ERA or councils already in cross sector projects.	9/22/2021 10:12 PM

Q5 Do you feel there would be a benefit for program participants to spend a portion of their time at regional Councils?

Answered: 100 Skipped: 1

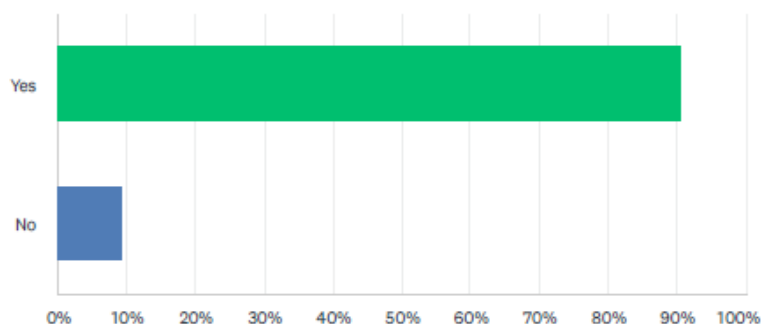


ANSWER CHOICES	RESPONSES	
Yes	98.00%	98
No	2.00%	2
TOTAL		100

#	IF NO, WHY?	DATE
1	Yes if they are interested in working in a regional council in future	10/6/2021 11:08 AM
2	I believe that graduates should come from the council they live in and work for that council, especially for their first position. It will give them a greater understanding of what happens in their area	10/5/2021 10:27 AM
3	different issues, opportunity to work more broadly than their specialist area	10/2/2021 8:13 AM
4	Not only regional Councils but also subsidiaries	10/1/2021 5:37 PM
5	Metro and Regional Councils as so different - this will really help broaden their skill, knowledge and experience in local government	10/1/2021 1:48 PM
6	Regional Councils have so much to offer, a lot of benefit in regional and metro councils networking	10/1/2021 9:04 AM
7	Some unique experiences in regions and also sometimes regional officers have to have a wide remit	9/30/2021 5:48 PM
8	or smaller metro Councils	9/30/2021 4:34 PM
9	It is easy for council staff (myself included) to only experience a narrow field of councils (e.g. inner metro) and subsequently lack understanding of what councils experience across the State	9/30/2021 4:25 PM
10	The breadth of a role regionally is exciting and challenging while the delivery is often very community centric and facing, opportunities are unique and require agility	9/30/2021 3:17 PM
11	I think it being an option would be great, but not a necessary part as it may deter people from being part of the program.	9/30/2021 3:16 PM
12	Broaden outlook of what Local Government entails	9/30/2021 3:16 PM
13	The regional perspective is often so different to metropolitan Councils. At a regional Council there tends to be fewer employees, so you get to have a go at everything.	9/30/2021 3:13 PM
14	There are differences between metro and regional needs and requirements and it would be good to gain experience in both settings.	9/29/2021 2:07 PM
15	Completely different experience to that of metro. Plus we need more experience in regional councils, graduates could really add value and even get a job. Win/win	9/22/2021 8:48 AM

Q6 Do you think a centralised training program, run in association with a graduate employment program would be beneficial? Ie: Report Writing, ICAC, Governance, Dealing with Difficult customer etc

Answered: 97 Skipped: 4

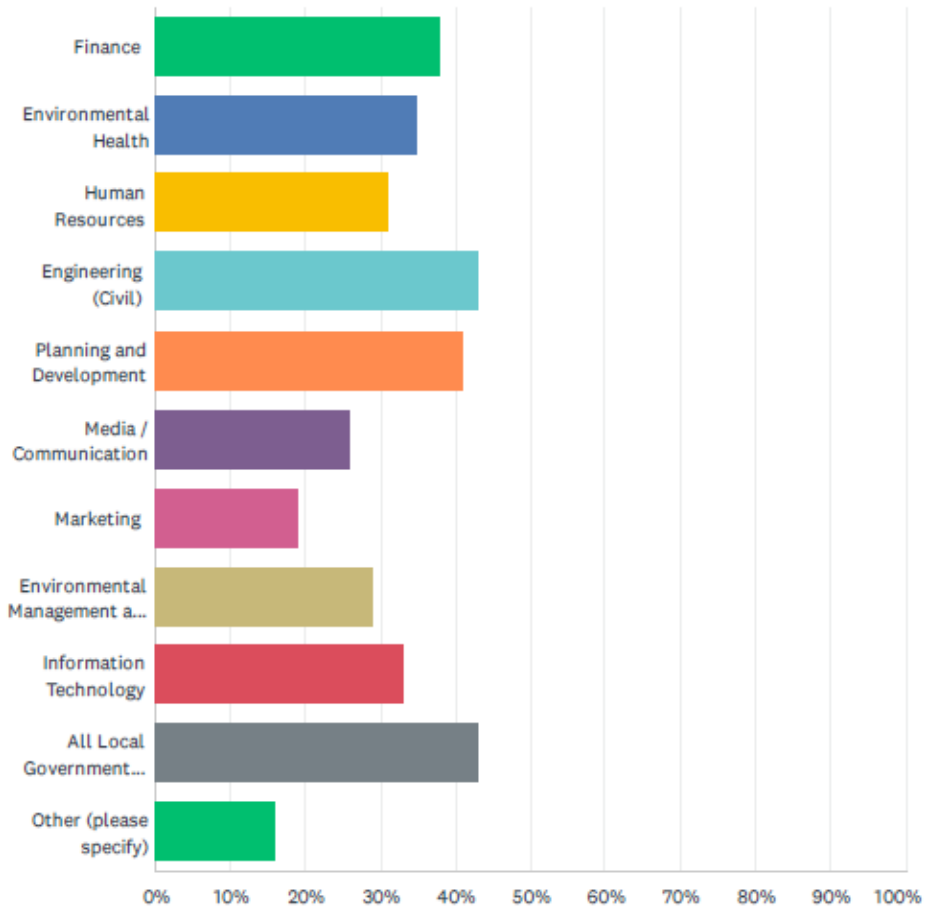


ANSWER CHOICES	RESPONSES	
Yes	90.72%	88
No	9.28%	9
TOTAL		97

#	OTHER (PLEASE SPECIFY)	DATE
1	Until this question I was thinking graduates in terms of internships. This would depend on the length of the graduate program and the area of work, if graduates are dealing with difficult customers or indeed writing reports. I would think that any training in preparation should be in partnership with the universities so that graduates come prepared and cost to Local Government is reduced.	10/5/2021 2:35 PM
2	It should be part and parcel of the 'base' requirements	10/5/2021 1:58 PM
3	each council has different needs and approaches in this space	10/2/2021 8:13 AM
4	Good mix of what we do.	10/1/2021 1:48 PM
5	Grad employment program should target minorities and middle aged women in non-traditional areas	10/1/2021 9:25 AM
6	just not sure about the graduate program. Good for employees to sit the program again if they choose.	10/1/2021 9:04 AM
7	These things already exist it is probably more about linking to them	9/30/2021 5:48 PM
8	But be careful. Adelaide problems etc are different to a poor local council.	9/30/2021 5:24 PM
9	I believe that a training session about local government would be most beneficial	9/30/2021 5:18 PM
10	Please include customer centric approaches and community development	9/30/2021 3:17 PM
11	This may potentially exclude specific degrees which do not fit into certain criteria.	9/30/2021 3:16 PM
12	Possibly - although if you worked across Councils, each Council could be responsible for a different part of the training as per the examples	9/30/2021 3:13 PM
13	Not sure, this would depend on the type of graduate program	9/30/2021 3:08 PM
14	Councils have very different customers that require different reactions	9/30/2021 3:01 PM
15	not if the delivery was restricted to face to face metro only	9/22/2021 11:24 AM
16	I think this would be very beneficial. Local government is very different to private sector and most students will not have this knowledge or understanding from their studies.	9/21/2021 4:32 PM

Q7 What specific areas do you feel there is a need for graduates in the sector?

Answered: 100 Skipped: 1

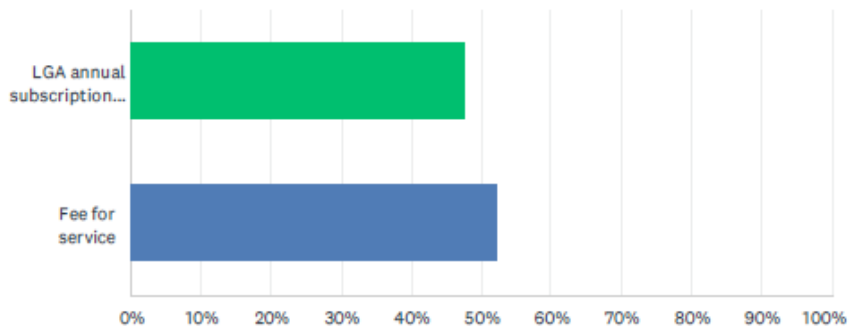


ANSWER CHOICES	RESPONSES
Finance	38.00% 38
Environmental Health	35.00% 35
Human Resources	31.00% 31
Engineering (Civil)	43.00% 43
Planning and Development	41.00% 41
Media / Communication	26.00% 26
Marketing	19.00% 19
Environmental Management and Sustainability	29.00% 29
Information Technology	33.00% 33
All Local Government Departments	43.00% 43
Other (please specify)	16.00% 16
Total Respondents: 100	

#	OTHER (PLEASE SPECIFY)	DATE
1	Community Development	10/6/2021 11:34 AM
2	Governance	10/5/2021 9:38 AM
3	In non-traditional area of work	10/1/2021 9:25 AM
4	Unsure depends on employees specific interests	10/1/2021 9:04 AM
5	I should have said above that some professions are hard to attract eg EHO, Planners etc so graduate opportunities for those are particularly helpful but all areas are of value both for the participant and the council	9/30/2021 5:48 PM
6	All parts of a department. Such as asset Mgt, PM, Ops in Engineering	9/30/2021 5:24 PM
7	Traffic Engineers	9/30/2021 4:34 PM
8	Community development	9/30/2021 4:30 PM
9	I'm in planning, so can't speak for other departments, but the now discontinued UniSA Bachelor of Urban & Regional Planning had a work placement subject (about 40-60 days of placement). A number of students went on to some kind of paid employment as a result of, or associated with, their placement. I don't think the Post-Grad equivalent at Adelaide has a similar placement program (?) and I'm conscious of what impact the discontinuation of the UniSA degree will have on work experience and employment opportunities for new planning graduates	9/30/2021 4:25 PM
10	Building inspectors	9/30/2021 4:21 PM
11	Community services abs community development	9/30/2021 3:17 PM
12	Project Management	9/30/2021 3:15 PM
13	Library	9/30/2021 3:13 PM
14	Project Management - higher level	9/23/2021 2:40 PM
15	Fresh legal and governance.	9/22/2021 10:12 PM
16	It depends on resourcing, but I think there is a benefit to graduates having some rotations whether it be across departments (in larger councils) or across councils. Depending on resourcing programs should first be prioritised based on resource/talent shortages and then progress from there.	9/21/2021 4:32 PM

Q8 How should the cost of graduate pool service be covered? (excludes salaries)

Answered: 88 Skipped: 13



ANSWER CHOICES	RESPONSES	
LGA annual subscription / membership	47.73%	42
Fee for service	52.27%	46
TOTAL		88

#	OTHER (PLEASE SPECIFY)	DATE
1	Using a EOI to get willing Council's together. Regional / rural Councils may not need to pay to encourage involvement.	10/11/2021 12:27 PM
2	Annual Subscription makes sense (eg through LGA), but I don't think that LGA is a good organisation to deliver the program. They could get this done by LG Professionals as a service provider	10/7/2021 4:41 PM
3	That would depend on the cost. However perhaps even a CITB levy style of funding could be considered with adjustments of course depending on circumstances e.g. regional vs metro, 1 graduate vs 5 etc.	10/6/2021 4:38 PM
4	There should be no cost in the administration of the program. Graduates should be paid by Councils payroll for the duration.	10/5/2021 2:35 PM
5	Combination of the above	10/1/2021 5:37 PM
6	also, a payment plan for individuals	10/1/2021 9:25 AM
7	Unsure	10/1/2021 9:04 AM
8	Combination of both	9/30/2021 6:57 PM
9	But unsure	9/30/2021 6:10 PM
10	unsure on this one - probably on a cost basis	9/30/2021 5:48 PM
11	Paid by sponsorship	9/30/2021 5:24 PM
12	A portion within the annual subscription as the program is likely to benefit the whole local government industry, and then a fee for service	9/30/2021 5:18 PM
13	Not sure	9/30/2021 4:25 PM
14	Not sure. Regional councils have limited budgets - this really needs to be considered when exploring a costs structure - % base calculation perhaps	9/30/2021 3:10 PM
15	Either/or. But dependent on rate based income.	9/30/2021 3:08 PM
16	Unsure	9/30/2021 3:06 PM
17	Could be a mixture of both	9/21/2021 3:57 PM

Q9 What potential incentives could be offered to Council's to encourage participation?

Answered: 88 Skipped: 13

#	RESPONSES	DATE
1	Regional / rural Council's could get a reduced rate or fee free to encourage them to pay for accommodation etc.	10/11/2021 12:27 PM
2	Cross council collaboration of some sort. I love the aspect of sharing knowledge and ideas, we are all in this together and once graduates move areas offering up a day where LG professionals offer up some training to the departments involved. We love training, hearing from experts in their field.	10/7/2021 1:53 PM
3	Ability for existing staff to be involved to allow for their development also	10/6/2021 5:25 PM
4	Participation acknowledgement in LGA and LGPSA promotional material. Social acceptance is powerful and local government's Corporate Social Responsibility is becoming a greater consideration.	10/6/2021 4:38 PM
5	Some sort of 'badge' to show their support for the program - likely to make them more appealing as an employer of choice.	10/6/2021 2:17 PM
6	LGA covering cost	10/6/2021 11:34 AM
7	Promote general benefits and positive impacts to business; ie; diversity, culture, new ideas and approaches to processes and program delivery, breeding ground for future recruitment	10/6/2021 11:08 AM
8	Suggest that a component of a graduate program must be to spend time in a regional council.	10/6/2021 9:56 AM
9	Access to LGA events for free (\$ limit)	10/5/2021 3:22 PM
10	Funding support. It works well when traineeship incentives increase.	10/5/2021 2:35 PM
11	staff sharing	10/5/2021 2:06 PM
12	Free training courses for other staff.	10/5/2021 12:47 PM
13	Graduate rotation	10/5/2021 10:27 AM
14	Upskilling the sector	10/5/2021 9:45 AM
15	Reduced membership fees	10/3/2021 1:48 PM
16	LG is more than just Councils. Subsidiaries play a vitally important role.	10/1/2021 5:37 PM
17	Subsidised salaries	10/1/2021 2:09 PM
18	I don't think you will need too much encouragement - retaining and attracting new talent to our sector is not easy - this is a great way to do it.	10/1/2021 1:48 PM
19	Unknown	10/1/2021 9:36 AM
20	Councils have to constantly reduce expenditure and it is unlikely they can afford the cost of this program; on the other hand, employees will gladly pay the (grant funded) subsidised cost.	10/1/2021 9:25 AM
21	Unsure. I really like the idea of metro and regional council collaboration	10/1/2021 9:04 AM
22	reduced membership costs, greater access to talent pool	10/1/2021 8:07 AM
23	The opportunity to build local government brand as a employer of choice and increased skill level of new employees.	9/30/2021 7:29 PM
24	Improved project knowledge and resultant cost saving	9/30/2021 7:27 PM
25	I think exposing grads to diverse organisations give them an opportunity to taste LG and in a	9/30/2021 6:57 PM

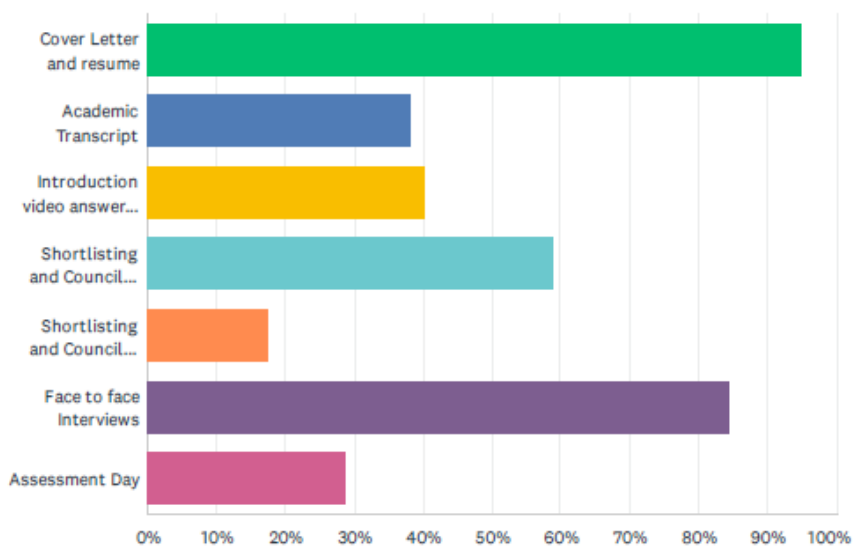
	way provides councils to sell themselves to the best talent and hopefully attract future leaders	
26	The opportunity for a successfully set up graduate to gain a formal position after doing their internship, giving back to the common good, grads can work on some meaningful projects as well as being exposed to many areas	9/30/2021 6:10 PM
27	can't think of anything here	9/30/2021 5:48 PM
28	Free graduate Graduates screened so only those who really want to work are chosen.	9/30/2021 5:24 PM
29	I think relief from the administrative burden alone, particularly for smaller resource poor Councils, is probably enough. I suspect larger Councils that already have their own graduate programs might be harder to convince in practice (I am sure they would be agreeable in-principle). An option might be for subsidies/benefits with continuing employment opportunities beyond initial placements, either to the Councils to encourage retention or to the graduate participants to encourage to remain in the regions	9/30/2021 5:23 PM
30	Publicity Reduced fee training or conference opportunities for a manager or team leader in the department / division that has the graduate CPD points for hosting / mentoring a graduate (?)	9/30/2021 5:18 PM
31	Recognition of their contribution to succession planning!	9/30/2021 5:13 PM
32	Skilled graduates who can bring fresh ideas to teams.	9/30/2021 4:31 PM
33	Assistance with a review of a particular program eg CWMS, Asset management & LTFP alignment	9/30/2021 4:30 PM
34	Supplemented wages for the graduates for the time they are at each Council	9/30/2021 4:28 PM
35	If the administration was made very easy, it could be a way for Councils to fill short term employment gaps. I note that while work placement and graduate programs are valuable on the whole, understaffed departments struggle to accommodate students or graduates because of the initial investment in training and supervision.	9/30/2021 4:25 PM
36	A subsidy from State Government or LGA.	9/30/2021 4:21 PM
37	Centralised programme where participation by Council does not incur additional workloads as many Councils are currently under-resourced so it has to be a value add with demonstrable benefits otherwise Councils will be reluctant to participate. Promotion as a participating Council to attract graduates when recruiting vacancies. Mentoring opportunities for existing staff to "buddy" the graduate.	9/30/2021 4:19 PM
38	Subsidized wages	9/30/2021 4:19 PM
39	N/A	9/30/2021 3:59 PM
40	Training credits - reduction in general training for those who participate. Or reduced training costs for participants in graduate program. Link funding opportunities or reward to participation.	9/30/2021 3:46 PM
41	-	9/30/2021 3:35 PM
42	Cost effective given Council capacity to pay	9/30/2021 3:33 PM
43	Options for employment down the line	9/30/2021 3:33 PM
44	Cost effective given Council capacity to pay	9/30/2021 3:33 PM
45	discounted training/seminars for employees, access to free advice, documents/templates relevant to the sector	9/30/2021 3:30 PM
46	cover the cost of travel & accommodation in regional areas	9/30/2021 3:30 PM
47	Reduced membership fee, promotion (media coverage), opportunities for training of other staff at a reduced cost	9/30/2021 3:29 PM
48	i think that should be specific to each council - incentives are also subjective to the applicant. eg increase wage v priority in career advancement. maybe a choice should be given to the participant.	9/30/2021 3:28 PM
49	I think the benefits described in Question 2 would encourage most Councils to engage Perhaps the LGA could subsidize wages (not sure what this would look like?) If the LGA runs central training then this is a good incentive (well trained graduates with general knowledge)	9/30/2021 3:27 PM

50	possible employment Graduates seeing that regions are a great place to start work as they have more of an allround experience	9/30/2021 3:25 PM
51	Reduction in fees	9/30/2021 3:21 PM
52	Perhaps subsidised hosing or transport	9/30/2021 3:20 PM
53	Assistance with the administration associated with employing a graduate, so that supervisors are not overly burdened with additional HR tasks	9/30/2021 3:16 PM
54	Current council's with grad programs may be able to provide their success stories	9/30/2021 3:16 PM
55	Employment	9/30/2021 3:16 PM
56	LGA to fund part of the graduate program - resulting in a lower cost resource for Councils.	9/30/2021 3:16 PM
57	For smaller rural council areas where recruitment of specialist roles can be difficult, not much incentive would be required, it would be a great assistance for these areas.	9/30/2021 3:15 PM
58	Improved access to LGA services and/or programs or reduced cost for memberships	9/30/2021 3:15 PM
59	incentivise participation	9/30/2021 3:13 PM
60	The incentives are bums on seats - people who can work across Councils, but not have to be counted in FTEs	9/30/2021 3:13 PM
61	The benefits are good already and therefore no need t incentivise	9/30/2021 3:12 PM
62	shared knowledge, ideas and lower cost	9/30/2021 3:12 PM
63	Graduates contribute towards pilot programs or onsite support in specific areas	9/30/2021 3:11 PM
64	No fee for service or finder's fee to hire a graduate permanently, training credits to use with LGA, LG Pro or another training provider (for graduate or other employees), feature profile for graduate and Council in LGA circular and LGA awards	9/30/2021 3:10 PM
65	LGA training credits for other training for the organisation.	9/30/2021 3:10 PM
66	Need more information about the proposed program to be able to understand what the benefits would be and potential incentives.	9/30/2021 3:09 PM
67	Covering a portion of the salary.	9/30/2021 3:08 PM
68	Unsure	9/30/2021 3:06 PM
69	Financial	9/30/2021 3:04 PM
70	Not sure	9/30/2021 3:04 PM
71	while graduates are being developed they have to spend time at Council	9/30/2021 3:03 PM
72	No fee.	9/30/2021 3:02 PM
73	Promotions for Councils	9/30/2021 3:01 PM
74	wages subsidy	9/30/2021 3:00 PM
75	support with salary costs via funding	9/29/2021 5:22 PM
76	Cross sector projects and research.	9/28/2021 2:41 PM
77	Employment opportunities	9/28/2021 9:47 AM
78	Discounted training fees	9/27/2021 2:32 PM
79	-	9/27/2021 10:45 AM
80	Graduates have plenty of options - hopefully this this would make LG more attractive to Grads.	9/23/2021 2:49 PM
81	If it doesn't affect their approved FTE I think Council's would participate to get more people to deliver outcomes.	9/23/2021 2:40 PM
82	Group training discounts. Support in mentoring and moderating	9/22/2021 10:12 PM

83	The incentive for fresh new ideas and extra resources to assist with projects.	9/22/2021 8:55 AM
84	Subsidized wages?	9/22/2021 8:48 AM
85	Supported opportunity for those councils that do not have an EVP, LGA could provide the expertise to work with Councils to develop this to help with attraction and retention of their workforce.	9/22/2021 8:32 AM
86	Talent pipelines, reimbursements for placements post graduate program?	9/21/2021 4:32 PM
87	Reduced HR administrative and payroll requirements. Public promotion of Council's who participate and support initiatives that address skill shortages. Discounted training.	9/21/2021 4:10 PM
88	Accommodation provided & vehicle for commuter use.	9/21/2021 3:57 PM

Q10 What should be included in the application process?

Answered: 97 Skipped: 4



ANSWER CHOICES	RESPONSES	
Cover Letter and resume	94.85%	92
Academic Transcript	38.14%	37
Introduction video answering generic questions	40.21%	39
Shortlisting and Council identification completed by LGA	58.76%	57
Shortlisting and Council identification completed by university	17.53%	17
Face to face Interviews	84.54%	82
Assessment Day	28.87%	28
Total Respondents: 97		

#	OTHER (PLEASE SPECIFY)	DATE
1	Maybe using a completely different 'recruitment' process to the usual might see different people thrive (who might not ordinarily through a traditional recruitment process). Following an application process, why not utilise a similar program to the LG Professionals management challenge (could be tailored to graduate level) to ascertain abilities to work in a team, communicate, skills in certain areas, etc.	10/6/2021 9:56 AM
2	Questions/presentation/video etc. relating to the graduates specific area of expertise and to inform knowledge of local government, particularly the host Council.	10/5/2021 2:35 PM
3	Each Council representative once advised of all the graduates preferred field of interest, can express their interest and from there organise f2f time for assessment.	10/5/2021 1:58 PM
4	Face to face interviews by the LGA	10/1/2021 9:36 AM
5	Work experience too; by keeping this program open to every Council employee, the LGA will ensure that the process is addressing equity and equality criteria.	10/1/2021 9:25 AM
6	Or by LGA or LG Professionals	9/30/2021 5:48 PM
7	All of the above	9/30/2021 5:23 PM
8	Shortlisting by LGA as they are more aware of what is required to be successful in LG (?)	9/30/2021 5:18 PM
9	EQ profiling	9/30/2021 4:34 PM
10	Brief interview by the participating Council.	9/30/2021 4:21 PM
11	LGA , Councils and University all need a say on who is successful	9/30/2021 3:29 PM
12	Maybe the council should also have a say in how many are participating. maybe limit no more than 2 from any one given council may apply. maybe council shortlist then pass on to LGA for final interview.	9/30/2021 3:28 PM
13	In my experience shortlisting was completed by the University - however this was Mitcham specific. Shortlisting will likely need to be completed by the LGA if the program was sector wide	9/30/2021 3:27 PM
14	Keep it simple and personable.	9/30/2021 3:10 PM
15	Shortlisting / review of suitable applicants by a representative of each of the host councils.	9/30/2021 3:06 PM
16	Believe that Councils should be able to choose which graduates fit their culture rather than just having someone assigned.	9/23/2021 2:40 PM

Q11 What would make LG program more attractive/appealing than a similar program at other levels of government or the private sector?

Answered: 90 Skipped: 11

#	RESPONSES	DATE
1	The very broad nature of what we do.	10/11/2021 12:27 PM
2	Diversity of the work done by councils. Graduates could experience different work units within one Council with very different focus. Variety of workplaces / locations. There are local governments in every part of the state and around country, whereas State and national government departments are only in capital cities.	10/7/2021 4:41 PM
3	The reputation LG Professionals SA has. Their training, conference and programs are well supported. They understand the needs of councils and identify opportunities where improvements can be made lead the way. Their programs are engaging, full of energy and fun!	10/7/2021 1:53 PM
4	Unknown	10/6/2021 5:25 PM
5	The potential to be employed across any of 68 Councils - more options than in the State Government. The type of roles that LG offers compared with state - often more exciting as they are more grassroots	10/6/2021 2:17 PM
6	Having a large cohort from different Councils, LGA covering cost, having it endorsed on LinkedIn, being diverse (not just writing based)	10/6/2021 11:34 AM
7	Better reputation (EM conduct impacts appeal)	10/6/2021 11:08 AM
8	Statewide, national opportunities - skills, experience, etc would be well regarded	10/6/2021 9:56 AM
9	Appeal to what Council's do on a day to day basis and how we shape our communities	10/5/2021 3:22 PM
10	If done right, lots of opportunities for placements which are notoriously difficult to get. Once in the LG System, employees are often retained so the benefits are mutual	10/5/2021 2:35 PM
11	?	10/5/2021 2:06 PM
12	Chance to get out into regions and explore the region as a whole not just the Council work side...(depends on proposed length of graduates time at Council)	10/5/2021 1:58 PM
13	Clear objectives and how that ties in with career. Emphasis on non-salary benefits.	10/5/2021 12:47 PM
14	it's all about "community".....this is the big difference and the sales pitch	10/5/2021 10:27 AM
15	It should be tailored to skills development and making candidates more appealing to potential employers (ie workplace ready)	10/5/2021 9:45 AM
16	Potential for guaranteed employment	10/3/2021 1:48 PM
17	include mentoring with a senior leader	10/2/2021 8:13 AM
18	Diversity	10/1/2021 5:37 PM
19	job security, making a difference in local community	10/1/2021 2:09 PM
20	We need to upsell the diversity of career opportunities in our sector - not just here in SA but across Australia.	10/1/2021 1:48 PM
21	Promised placement at the end and a variety of work exposure.	10/1/2021 9:36 AM
22	The subsidised cost to participants of this program	10/1/2021 9:25 AM
23	There would be benefits to both models. However the benefit lies in learning more about the company and processes of LG who employs you	10/1/2021 9:04 AM
24	Community and people factor. LG is closer to its community than other forms of government	10/1/2021 8:07 AM

25	The opportunity as the most connected level of government to the community to make a difference the the quality of life in their stare	9/30/2021 7:29 PM
26	A true sharing of information across all councils	9/30/2021 7:27 PM
27	The diverse nature of councils - multiple business and industries in one! And also direct impact to the community, making a real difference	9/30/2021 6:10 PM
28	great sector coverage across the whole state	9/30/2021 5:48 PM
29	Mixing it with time at contractor and consultant	9/30/2021 5:24 PM
30	We need to promote the broad opportunities available to graduates in local government, compared to the often narrower opportunities in single government departments and private enterprise. As an undergraduate business/property student I was somewhat oblivious to the opportunities in local government that related to my particular area of study until I met two former graduates who worked in the sector. This was despite having actually undertaken work experience at my local Council as a high school student. In my 16 years experience in local government and 11 years in state government it seems only those working in local government really comprehend the diverse nature of what we do.	9/30/2021 5:23 PM
31	Money :) Opportunity to move around between Council's Promote the opportunity that LG has for its staff to move around the country	9/30/2021 5:18 PM
32	A direct connection between candidates professional expertise and the job in local government.	9/30/2021 5:13 PM
33	Having a wide range of experiences and also a guarantee of a position at the end of the program. Also I believe including mentoring by an experienced practitioner would help.	9/30/2021 4:34 PM
34	The ability to go to different Councils, particularly rural and metro.	9/30/2021 4:31 PM
35	Opportunity for genuine hands on learning, diverse experiences across councils, welcoming LG family	9/30/2021 4:30 PM
36	Unknown	9/30/2021 4:28 PM
37	There are benefits in the program being consistent across councils and the opportunity to participate at a range of councils	9/30/2021 4:25 PM
38	A small subsidy to assist.	9/30/2021 4:21 PM
39	Connection to community as that is basically local government in action.	9/30/2021 4:19 PM
40	Diverse roles and diverse locations to work in	9/30/2021 4:19 PM
41	showing that the skills learnt in LG can apply to multiple interest areas and there is room for creativity	9/30/2021 4:03 PM
42	It wouldn't be just one thing, but the continual need to showcase the benefits of Local Government and what we do/offer, etc.	9/30/2021 3:59 PM
43	In a district Council, the diversity of opportunity available for graduates to explore potential skillsets that they might not have or be hesitant about engaging with. Graduate can see the benefit in kick starting their careers by commencing work in regional SA by being better exposed to more opportunities.	9/30/2021 3:46 PM
44	-	9/30/2021 3:35 PM
45	That it is specific to Local Government	9/30/2021 3:33 PM
46	Not sure	9/30/2021 3:33 PM
47	That it is specific to Local Government	9/30/2021 3:33 PM
48	consistency, managing the program due to current workloads with Council employees	9/30/2021 3:30 PM
49	the connection to the community	9/30/2021 3:29 PM
50	possible - but hard to commit to - but funding towards next degree or course that revolves around continuous improvement for participant and must be LG focused	9/30/2021 3:28 PM

51	State and federal graduate programs are extremely competitive and difficult to get into Graduates can stay close to home Graduates can make a real difference in their communities, and have a rewarding career More opportunities to move across the sector	9/30/2021 3:27 PM
52	Unknown	9/30/2021 3:25 PM
53	Practical work experience	9/30/2021 3:21 PM
54	The variety of work and working directly with the local community	9/30/2021 3:20 PM
55	The relationships and networks and breadth of experience - becoming an all rounder	9/30/2021 3:17 PM
56	From an engineering perspective, knowing how competitive consultancy graduate programs are I believe there would be a very high demand for South Australian graduates seeking any potential opportunities. I believe it would be more about attracting graduates who would be the 'right fit' for local government.	9/30/2021 3:16 PM
57	The prospect of working in local government I believe is already attractive enough	9/30/2021 3:16 PM
58	Local Government covers a broader range of levels and areas	9/30/2021 3:16 PM
59	Many opportunities, secure employment	9/30/2021 3:16 PM
60	Showcase the variety of work that is undertaken by council staff, quite often this is far more than the private sector, the variety of work & challenges that can provide greater experience than being in the private sector.	9/30/2021 3:15 PM
61	Diversity of work compared to private sector / benefit of seeing outcomes quickly when compared to higher levels of government	9/30/2021 3:15 PM
62	use program to highlight Diversity of LG jobs and potential for career change and growth.	9/30/2021 3:13 PM
63	The proximity to the community - at no other tier of government do you get this.	9/30/2021 3:13 PM
64	Experience of candidates	9/30/2021 3:12 PM
65	Lower cost and organisation support to attend	9/30/2021 3:11 PM
66	If candidates could be briefed on the operations of local government to increase understanding of the services that Councils provide and the challenges they face, this would help bridge the gap for a graduate new to the sector. This could be a half day seminar conducted by the LGA upon acceptance into the graduate pool	9/30/2021 3:10 PM
67	community focused.	9/30/2021 3:10 PM
68	Define why we are here. Why is local government great. What provide clear outcomes.	9/30/2021 3:09 PM
69	Receiving similar benefits to LG employees	9/30/2021 3:08 PM
70	The possibility of ongoing employment opportunities.	9/30/2021 3:06 PM
71	Guaranteed positions at completion	9/30/2021 3:04 PM
72	Exclusive	9/30/2021 3:04 PM
73	money, and a great marketing campaign that would communicate what's in it for those who participate	9/30/2021 3:03 PM
74	Promoted by Local Govt	9/30/2021 3:02 PM
75	Ability to directly aid community	9/30/2021 3:01 PM
76	I think local government has a greater connection with the communities they serve.	9/30/2021 3:00 PM
77	Connection to communities	9/29/2021 5:22 PM
78	unknown	9/29/2021 2:07 PM
79	The variety of roles and services being delivered by the sector, would be appealing as there is very few business who have the range of services.	9/28/2021 2:41 PM
80	.	9/28/2021 9:47 AM
81	More relevance to Local Government	9/27/2021 2:32 PM

82	-	9/27/2021 10:45 AM
83	The program needs to be structured and innovative	9/23/2021 2:49 PM
84	Diversity of LG should be advised. A lot of candidates do not understand the scope of services that LG provide.I	9/23/2021 2:40 PM
85	Wide variety of opportunities and tasks available and great for career growth of graduates.	9/22/2021 8:55 AM
86	A focus on delivering outcomes for communities. Local government is the closet level of government to the people. We can make or influence real change and benefit.	9/22/2021 8:48 AM
87	Opportunity to travel across the State, a network of graduates and opportunities to attend development sessions together.	9/22/2021 8:32 AM
88	The opportunity to group councils for "rotations." The opportunity to make a difference in the local community - this should be marketed through video, universities and social media.	9/21/2021 4:32 PM
89	Cost effectiveness/ competitive pricing Specialised LG training to suit the sector	9/21/2021 4:10 PM
90	Opportunity to get out to the regional areas	9/21/2021 3:57 PM

Q12 Please provide any further suggestions, feedback, ideas below

Answered: 53 Skipped: 48

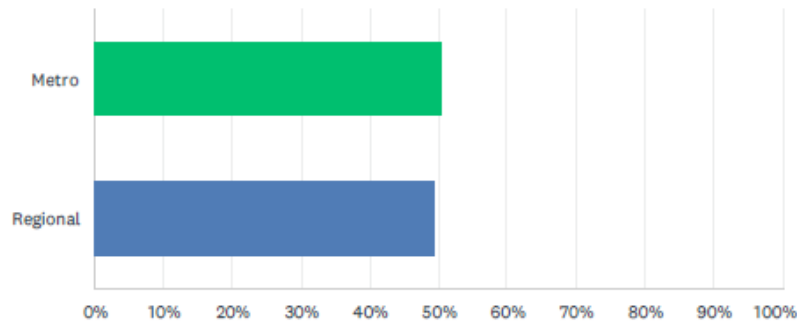
#	RESPONSES	DATE
1	None	10/11/2021 12:27 PM
2	Love the shared graduate idea. Council is such an important cog in society functioning to the optimum level! There are so many great people involved in making positive change within the community. Great work with the survey and keep up the awesome work with ELP.	10/7/2021 1:53 PM
3	Nil	10/6/2021 5:25 PM
4	Great idea - it would be good to trial.	10/6/2021 2:17 PM
5	Don't forget about people already working within Council's that want further extension opportunities but due to a number reasons (financial, location, organisation they work for) might not be able to access further opportunities that could see them develop and attain different roles in LG.	10/6/2021 9:56 AM
6	Nil but support your work and good luck	10/5/2021 2:35 PM
7	na	10/5/2021 2:06 PM
8	n/a	10/5/2021 10:27 AM
9	Nothing more to add/suggest	10/3/2021 1:48 PM
10	.	10/2/2021 8:13 AM
11	.	10/1/2021 5:37 PM
12	NA	10/1/2021 2:09 PM
13	N/A	10/1/2021 9:36 AM
14	The LGA should ask for expressions of interest across all Councils to ensure that everyone gets the same opportunity.	10/1/2021 9:25 AM
15	Personally i found the LG program too fast paced. I think there needs to be a wider range of experiences and variety of learning modes so employees can absorb the information. I understand it is structured to 'mimic' pressures of upper management in LG; however i think there is benefit in reviewing what the learning outcomes are. Learning new systems and procedures and understanding them, building relationships are all important outcomes.	10/1/2021 9:04 AM

16	I feel that we could all learn from each others knowledge within council sectors and divisions	9/30/2021 7:27 PM
17	N/A	9/30/2021 6:10 PM
18	These are my views, but I suspect our Executive Management and Organisational Development Team would also like to provide input to this survey	9/30/2021 5:23 PM
19	.	9/30/2021 4:30 PM
20	Any work experience is good experience. CV building but most of all knowledge learnt from peers	9/30/2021 4:28 PM
21	Nil.	9/30/2021 4:21 PM
22	I think this is a great initiative and I don't believe that local government has enough publicity describing the kinds of careers available. A lot of staff "fall into it" because they are a local and looking for work that does not involve a lot of travel.	9/30/2021 4:19 PM
23	N/A	9/30/2021 4:19 PM
24	N/A	9/30/2021 3:59 PM

25	-	9/30/2021 3:35 PM
26	Great idea!	9/30/2021 3:33 PM
27	nil	9/30/2021 3:30 PM
28	One step further offer the opportunity for LGA staff to come and work at Councils under some kind of secondment or graduate opportunity, the number of staff at the LGA who have not worked at Council is large and that would help with understanding the work which is done and how things practically work	9/30/2021 3:29 PM
29	I think you need to get CEO's to commit to being involved. some don't want staff away from the office to pursue improvement. Mentoring program should be looked at - past participants assist new participants.	9/30/2021 3:28 PM
30	Consider what benefit Universities could also get from this program - perhaps a stronger partnership with the LGA (research, training, etc) Mitcham Council's graduate program was a finalist at the LG Excellence awards - consider chatting to CEO Matt Pears or Sally Niehuus, or some of the graduates	9/30/2021 3:27 PM
31	N/A	9/30/2021 3:25 PM
32	NA	9/30/2021 3:21 PM
33	I think this is a great idea and would actively seek to be involved if it became a reality.	9/30/2021 3:16 PM
34	Great topic choice, and actually believe it would make for a great program should it ever be adopted.	9/30/2021 3:15 PM
35	Program must be flexible and tailored to be inclusive for First Australians and accessible for those with a disability. Can this Graduate program have gender specific information and support for women that take leave to have children and/or work part time so they can care for children. Something has to be done to decrease the gender pay gap and limit impact of having children on a mother's (generally) career. Actions to level this and other inequities need to be built into multiple areas across the sector. SA Health and LGA should be a key stakeholder in Graduate program offered for Environmental Health Officers.	9/30/2021 3:13 PM
36	NA	9/30/2021 3:13 PM
37	nil	9/30/2021 3:11 PM
38	There are a number of Council's who already have partnerships with tertiary education providers for graduate programs. The benefits of a new program will need to consider what is already being done to ensure value, and the execution will need to ensure that these relationships are not compromised as a result of a new program being established.	9/30/2021 3:10 PM
39	great idea.	9/30/2021 3:10 PM
40	Nil	9/30/2021 3:06 PM
41	-	9/30/2021 3:04 PM
42	Ok	9/30/2021 3:04 PM
43	Nil	9/30/2021 3:02 PM
44	Happy to be involved!	9/29/2021 5:22 PM
45	Nil	9/29/2021 2:07 PM
46	Partnering with specific universities that have the most relevant qualifications to the sector would be a good approach.	9/28/2021 2:41 PM
47	.	9/28/2021 9:47 AM
48	=	9/27/2021 10:45 AM
49	Love the idea, as someone who started in local government as a graduate I can really see the benefit especially with career development and seeing how your skills can be used in different Council's. Great for networking for the graduate also through meeting people from different Councils.	9/22/2021 8:55 AM
50	Time spent evenly between regional and metro	9/22/2021 8:48 AM
51	Depending on the position - academic transcripts should be a consideration, but the shortlisting criteria should not weight this higher than other measurable criteria which may make candidates more suitable for this opportunity.	9/21/2021 4:32 PM
52	N/A	9/21/2021 4:10 PM
53	nil	9/21/2021 3:57 PM

Q13 Are you from a metro or regional Council?

Answered: 95 Skipped: 6



ANSWER CHOICES	RESPONSES	
Metro	50.53%	48
Regional	49.47%	47
TOTAL		95

#	WHICH COUNCIL?	DATE
1	City of Burnside	10/11/2021 12:27 PM
2	Alexandrina	10/7/2021 4:41 PM
3	City of Adelaide	10/7/2021 1:53 PM
4	City of Victor Harbor	10/6/2021 5:25 PM
5	Adelaide Hills Council	10/6/2021 4:38 PM
6	City of Victor Harbor	10/6/2021 2:17 PM
7	City of Salisbury	10/6/2021 11:34 AM
8	City of Salisbury	10/6/2021 11:08 AM
9	City of Tea Tree Gully	10/5/2021 3:22 PM
10	DC Grant	10/5/2021 2:35 PM
11	burnside	10/5/2021 2:06 PM
12	Port Augusta	10/5/2021 1:58 PM
13	The City of Charles Sturt	10/5/2021 12:47 PM
14	PAE	10/5/2021 10:27 AM
15	CCS	10/5/2021 9:45 AM
16	LGA	10/5/2021 9:38 AM
17	Rural City of Murray Bridge	10/3/2021 1:48 PM
18	.	10/2/2021 8:13 AM
19	Not from a Council. LG is more than just Councils.	10/1/2021 5:37 PM

20	CCS	10/1/2021 2:09 PM
21	City of Victor Harbor	10/1/2021 1:48 PM
22	Light Regional Council	10/1/2021 9:36 AM
23	Town of Gawler	10/1/2021 9:25 AM
24	City of Charles Sturt	10/1/2021 8:07 AM
25	Onkaparinga	9/30/2021 7:29 PM
26	CCS,PAE,CoM	9/30/2021 7:27 PM
27	Coorong	9/30/2021 6:57 PM
28	City of Adelaide	9/30/2021 6:10 PM
29	Salisbury	9/30/2021 5:24 PM
30	City of Mount Gambier	9/30/2021 5:23 PM
31	DC Grant	9/30/2021 5:18 PM
32	Coorong District Council	9/30/2021 5:13 PM
33	Burnside	9/30/2021 4:31 PM
34	Port Pirie Regional Council	9/30/2021 4:30 PM
35	RCMB	9/30/2021 4:28 PM
36	Norwood Payneham & St Peters	9/30/2021 4:25 PM
37	Copper Coast Council.	9/30/2021 4:21 PM
38	Adelaide Plains Council	9/30/2021 4:19 PM
39	Mid Murray Council	9/30/2021 4:19 PM
40	City of Unley	9/30/2021 4:03 PM
41	Mount Remarkable	9/30/2021 3:59 PM
42	Wudinna	9/30/2021 3:46 PM
43	Mitcham	9/30/2021 3:35 PM
44	Marion	9/30/2021 3:33 PM
45	Tumby Bay	9/30/2021 3:30 PM
46	City of Mitcham	9/30/2021 3:27 PM
47	District Council Mount Remarkable	9/30/2021 3:25 PM
48	Burnside	9/30/2021 3:21 PM
49	Rural City of Murray Bridge	9/30/2021 3:20 PM
50	Onkaparinga- previously regional WA	9/30/2021 3:17 PM
51	City of Onkaparinga	9/30/2021 3:16 PM
52	Loxton Waikierie	9/30/2021 3:16 PM
53	City of Onkaparinga	9/30/2021 3:16 PM
54	Prospect	9/30/2021 3:15 PM
55	City of Adelaide	9/30/2021 3:13 PM
56	Burnside	9/30/2021 3:13 PM
57	Robe	9/30/2021 3:12 PM

58	Onka	9/30/2021 3:12 PM
59	Onkapringa	9/30/2021 3:11 PM
60	City of Mitcham	9/30/2021 3:10 PM
61	Yankalilla	9/30/2021 3:06 PM
62	Barossa	9/30/2021 3:04 PM
63	Mid Murray	9/30/2021 3:02 PM
64	Salisbury	9/30/2021 3:01 PM
65	City of Victor Harbor	9/27/2021 2:32 PM
66	Mount Remarkable	9/27/2021 10:45 AM
67	City of Marion	9/23/2021 2:49 PM
68	City of Holdfast Bay	9/23/2021 2:40 PM
69	Copper Coast Council	9/22/2021 11:24 AM
70	Wattle Range	9/22/2021 8:55 AM
71	Southern Mallee	9/22/2021 8:48 AM
72	City of Charles Sturt	9/22/2021 8:32 AM
73	City of Onkaparinga	9/21/2021 4:32 PM
74	Light Regional	9/21/2021 4:10 PM