

ATTRACTING TALENT IN LOCAL GOVERNMENT

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“There are a range of factors that are making it increasingly harder for councils to recruit, train and retain suitably skilled workers.”

(Collarte, 2022)

Executive Summary

One of the current challenges facing Local Government is the difficulty to attract and retain qualified, capable, and experienced staff. There are many contributing factors, that apply. The ongoing labour shortage, housing affordability and availability particularly in regional Council areas, competition with the private sector and the impacts of COVID-19 have all contributed to difficulties Councils now face in recruiting and retaining staff.

There are 68 Councils in South Australia, each undertaking a wide range of legislated and discretionary activities. Councils have a great responsibility to delivery for their community and while there are many diverse career opportunities on offer in Local Government, our research found that many current employees were not aware of the opportunities on offer prior to commencing in the sector. Therefore, further promotion into the diverse career opportunities of working for Local Government should be investigated.

Furthermore, Councils have limited resources and are not able to compete with the remuneration packages that may be available in the private sector. Councils can achieve an economy of scale by working collaboratively. A shared resource across two or more Councils can work well for specialist roles as the cost can be shared and the variety of the role can be attractive to potential candidates.

Through surveying both current employees and Human Resources professionals, there were many challenges identified with regards to attracting, recruiting and retaining staff. Equally the benefits of working in Local Government from job satisfaction with community-based outcomes and in changing climates a high level of job security are contributing factors to supporting councils to attract and retain skilled staff.

It is clear that in the current job market, Councils do need to focus on retaining the qualified, experienced and capable staff. With 74% of those surveyed planning to stay in Local Government for at least another 5 years, a focus on professional development can ensure current staff are re-trained or up skilled to help fill specific roles.

Introduction

Councils play an essential role in the community and require specialised and skilled staff to undertake various duties. One of the biggest challenges and opportunities in the next five years will be how Local Governments can attract and retain a skilled workforce. Both metropolitan and regional councils are already experiencing skills shortages which can result in delays to project delivery and a reduction in the sectors ability to deliver services to the community.

Through a qualitative and quantitative survey of Local Government Employees, as well as interviews with stakeholders involved with recruitment, this report outlines the findings of the research into what influences their ability to attract and retain qualified, capable, and experienced staff. By speaking directly with stakeholders, the elements that drive candidates to apply for jobs within Local Government and the factors that motivate staff to stay within Council, have been identified. This information can help to inform the approaches that Local Government can take to attract and retain people in key roles.

Background

The national unemployment rate has dropped significantly creating a competitive employee driven job market, with increasing expectations from prospective employees.

Metropolitan and Regional Councils alike are experiencing similar challenges in terms of recruiting talented staff to fill vacant positions. The barriers include but are not limited to a lack of accommodation in the local area, skills shortages for positions that require specific qualifications (e.g., Environmental Health Officers, Urban Planners), competing with private sector salaries/incentives and a lack of awareness in the community around the range of employment options available in the Local Government Sector.

There are 68 Councils in South Australia, and Local Government being the third tier of government, has a close connection to the local community it serves. The types of roles in Local Government are diverse and staff working in regional Councils are more likely to be engaged in multi-skilled roles, compared to staff employed in metropolitan areas.

The Local Government Association of South Australia has a website dedicated to promoting the career options within Local Government and boasts benefits associated with Local Government jobs including:

- An opportunity to work with and deliver for the community,
- Work-life balance and flexible leave arrangements,
- Job security,
- Opportunities to lead, become multi-skilled and advance career prospects.

The Local Government Association of South Australia Careers in Council website also offers a job search, compiling job opportunities across SA Councils as well as a breakdown of key roles and information about apprenticeships and work experience opportunities.

The main objective of this research project was to identify the key themes relating to attracting and retaining suitably qualified, competent, and experienced staff through surveying and interviewing people in the sector. In addition, it was expected that the research data would identify areas of opportunity where Local Government can focus attention to ensure the continued delivery of services to the community.

Methodology

The Project team undertook a research project, engaging with key Local Government stakeholders to understand and gather information about the main barriers to attracting and retaining talented staff. The data collected was analysed to inform a set of recommendations.

A survey of staff employed in the sector was conducted in September 2022, with 288 responses collected. The survey aimed to understand what drew current employees to the Local Government sector, the benefits they lead them to stay and what would prompt them to leave. The survey also invited participants to provide suggestions on what they thought the sector could do to attract and retain staff.

In addition, interviews were conducted with Human Resources staff within Councils. The survey circulated to Human Resources staff also explored any trends around diversity, if there are specific roles that are difficult to fill, and the time taken to fill roles.

Questions centred around some common themes of:

- Identifying what attracts people to want to work for a Council;
- Understanding what factors influence retention; and
- Exploring what strategies are or could be utilised to attract and retain capable, experienced, and qualified staff.

Research Analysis & Discussion

The survey results have been analysed with the research findings compiled and summarised into key theme areas.

Respondents

The survey was circulated via the Local Government Professionals Email database as well as shared with the 2022 Emerging Leaders Program and distributed by the Project Team to stakeholders within their respective Councils. Interviews with Human Resources staff were conducted by Project Team members. This ensured a mixture of metropolitan and regional Councils were captured within South Australia.

Staff Survey Responses by Council Type

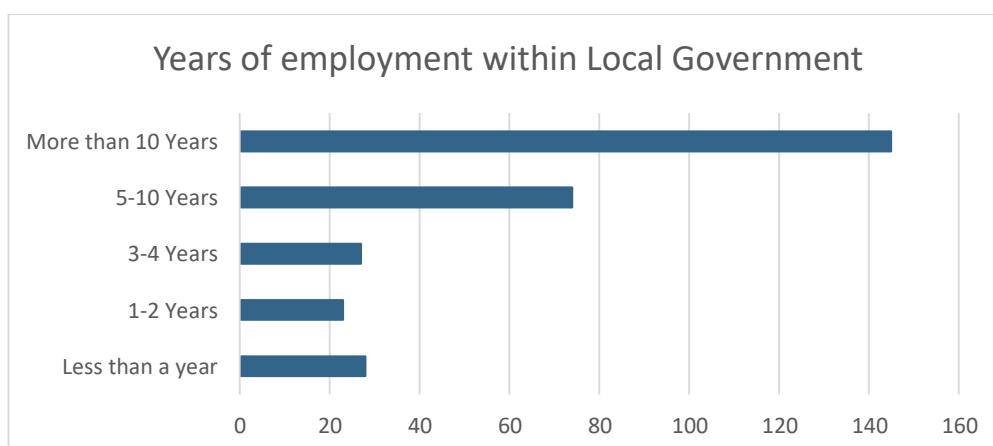
| Council Type | % of Responses | No Responses |
|--------------|----------------|--------------|
| Metropolitan | 76% | 218 |
| Regional | 24% | 70 |

Human Resources Interview Responses by Council Type

| Council Type | % of Responses | No Responses |
|--------------|----------------|--------------|
| Metropolitan | 60% | 6 |
| Regional | 40% | 4 |

Job Tenure

Employees surveyed were asked how long they had been employed within Local Government, which highlighted that approximately 74% had worked within Local Government for more than 5 years.

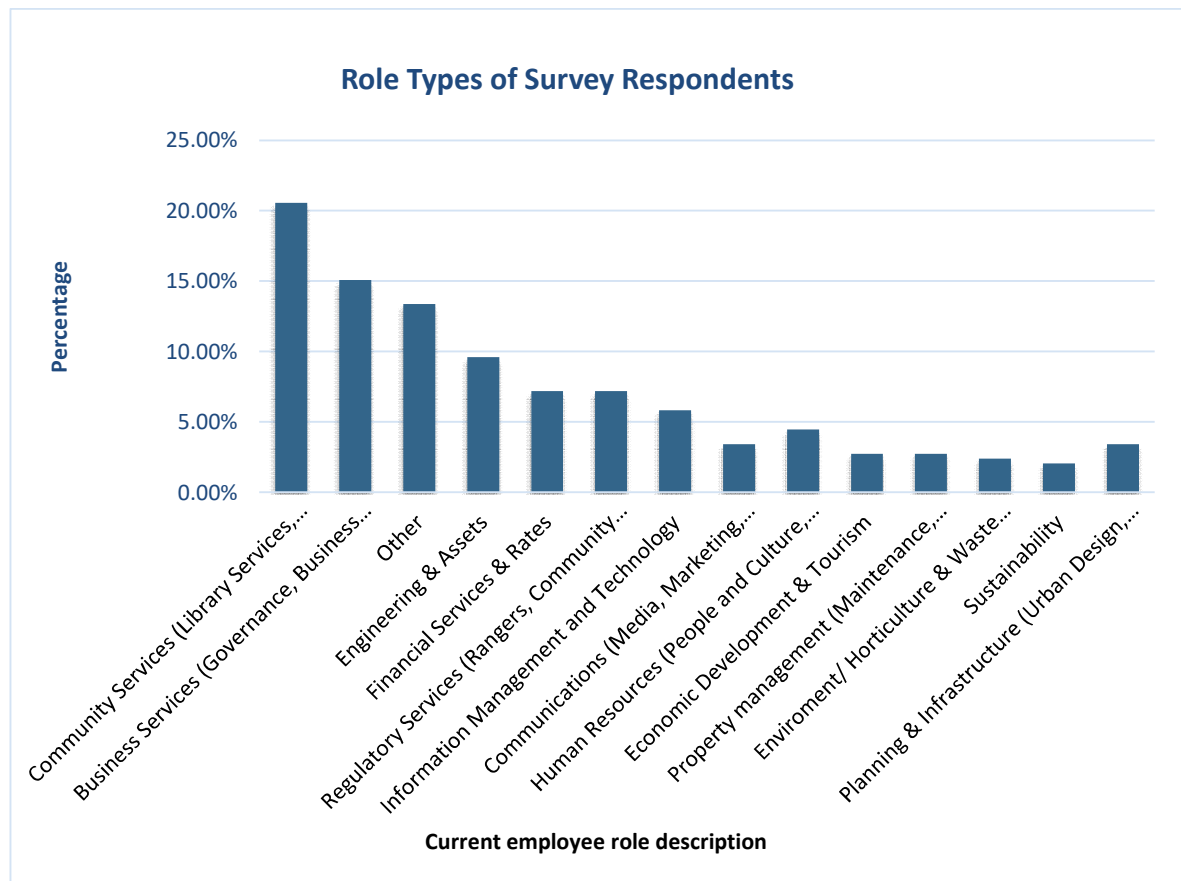


The Australian Local Government Association report released in September 2018 indicated that the employment turnover for Councils in South Australia, based on the 2016 -2017 financial year was around between 0.0% - 20.5%.

Role Types of Survey Respondents

Current employees completing the survey were asked which type of work best describes their role within Council.

A wide range of staff from different fields of Local Government took part in the survey with the largest respondents from Community Services – 20.55%, Business Services – 15.07%.



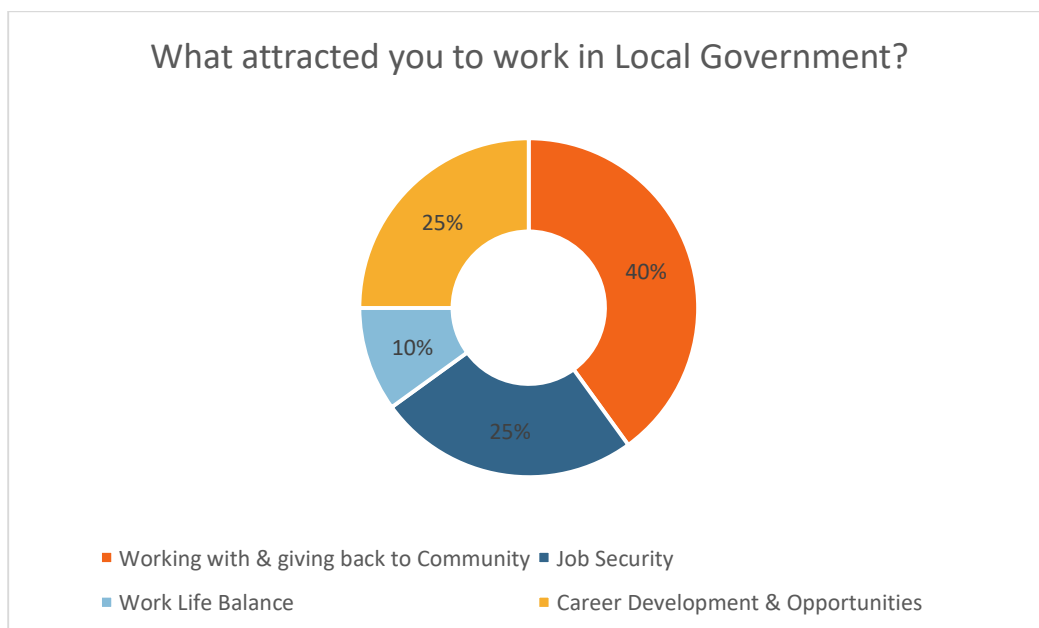
Attracting Staff to Local Government

Interviews with People and Culture teams highlighted the average time taken to fill skilled roles can vary greatly as there are numerous factors that can influence this, including the availability of suitable candidates and whether a second round of advertising is required. It was reported that **the end-to-end process takes approximately 12 weeks**, however at times this has stretched out from anywhere between 6 to 12 months. Complicated application processes, in-flexible position descriptions and lengthy application processes were identified as a barrier by staff.

Human Resource interviews highlighted that there are several critical roles where a skill shortage is present or emerging as detailed in the table below. A common theme is that most of these roles require a mandatory qualification.



In the survey circulated to current Council employees, respondents were asked to tell us in their own words what attracted them to work in Local Government. Through analysis of the data collated, it was identified that **40% of the responses related to the enjoyment of working with and giving back to the community**. This was followed by security aspects and career development opportunities.



The survey findings demonstrate that the opportunity to make a difference in the community is a feature that appeals to many. This research illustrates that the factors attracting new recruits are **predominately non-financial benefits** related to relationships with community, ongoing professional development, secure employment, and work-life balance.

“I am so proud to work for the community I live in”

It was also noted that approximately 4.5% told us that they commenced working in Local Government as part of a traineeship, apprenticeship, cadetship or as a junior straight out of secondary school.

When asked why they chose Local Government over the private sector, data collated from current employees has identified that the main reason people preferred to work in Local Government was consistent with the reasons they were attracted to Local Government initially, specifically the ‘Connection to Community’ and the ability to make a difference within their community.

Responses reflecting this sentiment included:

“Local Government exists to serve the community, the private sector exists to serve shareholders.”

“I love the grass roots feeling of Local Government, the ability to feel like you can make change and have the strong community connections.”

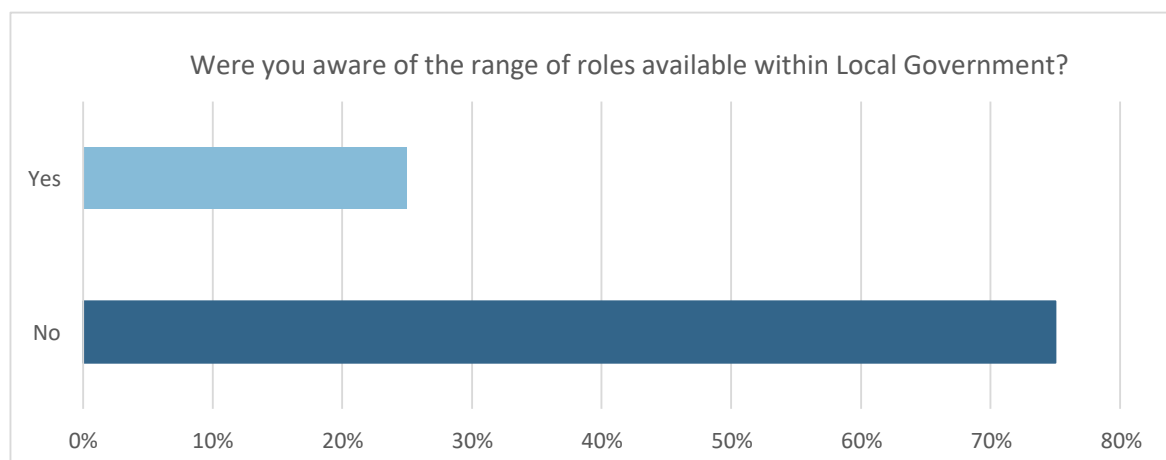
“Tangible outcomes that can be felt and seen by the community”

Connection to community was closely followed by Flexible Working Arrangements/Work Life Balance and Job security, with respondents outlining the importance of flexibility with balancing careers and families, work hours, employment perks and job security, with a mention of the impacts of covid-19 within the private sector.

The survey findings reflecting the appeal of Local Government careers over private sector is again the community connection.



Given the broad range of roles within Local Government, the employee survey sought to identify the level of understanding of the diverse career pathways available prior to commencing in the sector. 74.74% respondents indicated that they were not aware of the diverse career pathway available prior to starting in Local Government. This highlights that there is limited understanding of the types of employment and career development opportunities available within Local Government.



Diversity and Inclusion in the Workplace

Diversity within Local Government is being addressed with many councils implementing or developing Reconciliation action plans, equal opportunity, and discrimination policies.

Recruitment strategies that provide opportunities for potential candidates to meet policy requirements include:

- Skilled migrants
- Remote communities
- Trainee programs
- Connections with external agencies (eg Disability Employment Services)
- Commitment to fair and equitable employment practices

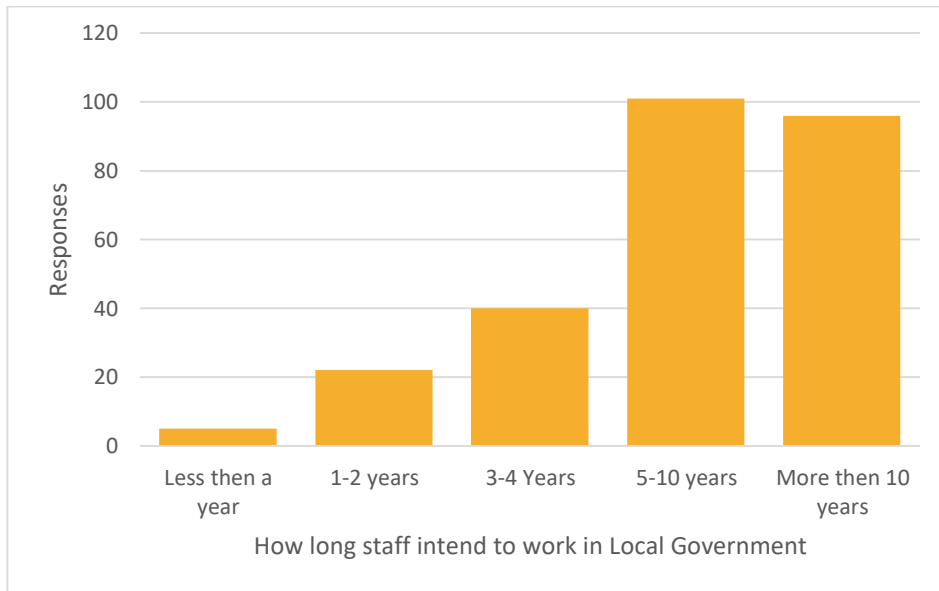
Councils interviewed have identified a lack of diversity, specifically a lack of female representation within the outdoor workforce and senior management. It will take time to decrease these gaps, and this can only be successfully achieved with the support and commitment of the community and other stakeholders.

Factors influencing retention of staff within Local Government

In the surveys distributed to both Human Resource professionals and to existing Council employees, questions sought to understand the factors that motivate staff to stay within either the Council they are currently employed at or to stay within Local Government, moving to another Council.

Human Resource professionals were asked if they had noticed any trends in terms of attracting and retaining staff. They reported a definite increase in turnover in 2021/2022 as staff and the community as a whole re-assess life choices and work life balance with one council stating, **“recruitment campaigns have increased significantly by 50%”** and another council highlighting a lack of depth in the employment market. The pandemic has had a significant impact on staff retention, with Human Resources reporting that employees are seeking more flexibility and are prepared to change jobs to suit their needs while new and existing staff are comfortable asking for modifications to their employment terms and conditions.

While the Human Resource staff reported the impacts of the pandemic on attrition levels, the employee survey results identified that of those that took part in the survey, almost 50% had been employed in Local Government for more than 10 years. Interestingly 74% indicated that they will continue to work in LG for at least another 5 years or more.



Employees surveyed provided a broad range of factors motivating them to continue employment within their current Council, with 121 respondents providing their main motivation was related to the workplace culture, this was mentioned in many ways from the team environment, whole of Council values and visions, Executive management, and elected body cultures. This was followed by location and career opportunities.

“My organisation has a good culture and a supportive executive and elected member body”

“Proximity to home and team environment”

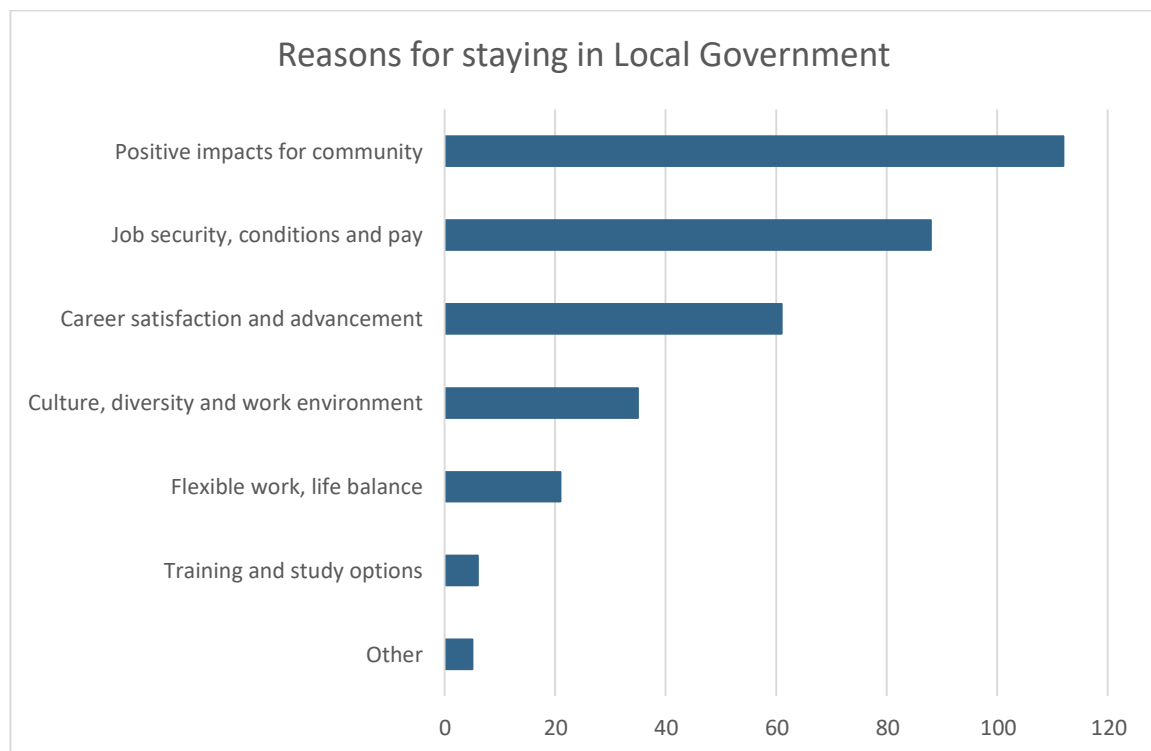
“I have a wonderful diverse team who are a great support network. I can also see a lot of growth opportunities in my current workplace”

“Culture, career opportunities, diverse work and proximity to home”

Nearly 80% of the reasons to stay within the sector were from the top 3 responses, which were positive impacts to the community, job security/pay rates and career advancements.

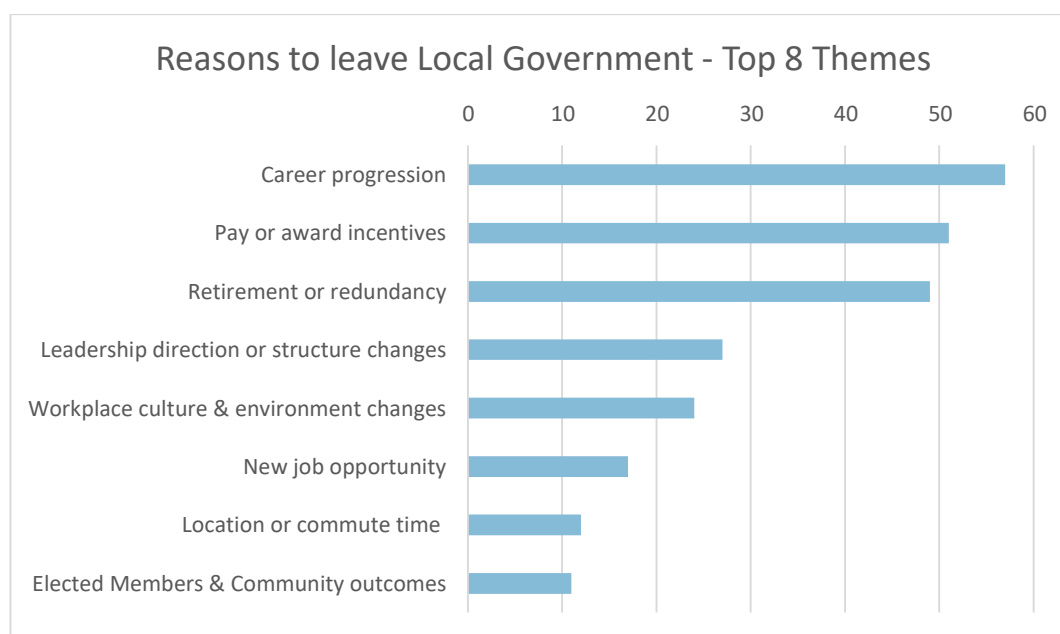
Most of these factors supports a correlation between staff's motivation to continue to work within Local Government and what attracted them to the sector.

However, pay rates or remuneration was not a major contributor to why people are attracted to the sector, it is a large contributing factor as to why they stay. The remaining 20% were influenced by culture, flexible working conditions, development opportunities and a passion for their specific role within Council.



Interestingly if the reasons for why people stay at Council are not favourable to their situation the same factor that may keep one employee working can be also why another decides to leave. The top two responses on why people leave are career advancements and pay rates which were within the top three reasons why some people stay. The third highest motivator as to why people leave was retirement.

The top 8 reasons employees would leave Local Government centred around the themes below:



There was also a portion of people who would not leave Local Government as they enjoy the job security and are not looking for a change.

On exit interviewing staff, it has been identified that a large percentage of staff leave to obtain positions within other councils, but the attraction of private industry with high wage growth and offers of career advancement lures others.

Recruitment and Staff Retention Measures

Councils have implemented strategic incentives to recruit and retain valuable, experienced and qualified staff by providing professional development opportunities through:

- Training / Study assistance
- Mentorships programs
- Succession planning
- Career progression through internal acting positions in high level roles
- Policies and incentives that offer flexible working arrangements
- Competitive employment packages
- Relocation assistance to entice candidates where location is a barrier

Progressive collaborative Councils are also working together to manage skill shortages by hiring one role and or team in high demand areas to work across multiple councils, thus obtaining the staff they require but also sharing the high cost associated with some of these roles.

Current staff gave a range of suggestions on how Local Government could attract and retain capable, experienced, and qualified staff with most respondents indicating that offering competitive wages to keep up with the private sector as their top response.

“Pay more (or / and provide better conditions). It’s that simple”

Below shows the difference between Local Government and Private Sector salaries for some of the difficult to fill roles as identified by Human Resource staff, these do not include fringe benefits (such as use of vehicle or additional super contributions). The Local Government salaries have been averaged from higher end roles (e.g. Team Leader/ Management roles) across five council areas – three metropolitan councils and two regional councils. The Private Sector salaries for equivalent Local Government roles have been sourced from the Hays Salary Guide 2022/2023 for comparison.

| Job Title | Local Government | Private Sector |
|-----------------------|-------------------------|-----------------------|
| Planning | \$111,853 | \$120,000 |
| Civil Engineer | \$119,252 | \$160,000 |
| Strategic Procurement | \$129,070 | \$150,000 |
| ICT Projects | \$127,266 | \$140,000 |
| Building/Surveyor | \$105,142 | \$120,000 |

The top five suggestions on how Local Government could attract and retain capable, experienced, and qualified staff were:

-  Competitive Wages
-  Promote benefits of working for Council
 - work/life balance
 - working for the community
 - career pathways
-  Offer Flexible Work Arrangements
-  Offer more training and development opportunities
-  Engage with Uni/School/intership/career expos

“Promote the community and what Council is doing for the community to show people what they can be a part of achieving as a Council employee.”

Recommendations

The recommendations centre around three themed areas of attract, recruit, and retain.

Attract

1. While the remuneration in Local Government may not be as attractive as the private sector, Councils could work with the Local Government Association to develop a marketing strategy to promote the Local Government sector as a desirable employer which could include a focus on:

- Connection with the community and making a difference in the local area
- Work Life Balance and flexible working arrangements
- Diverse career opportunities offered
- Council as a diverse and inclusive employer
- Showcasing the types of roles available
- Use of different media (eg Social Media)

2. It was also noted that the key roles that are difficult to fill generally have a mandatory qualification. Councils should consider how they can attract people to these roles prior to them gaining a full qualification. This could include targeted marketing at School Career Days and Universities, as well as offering cadetship or traineeship programs.

3. A positive workplace culture can also assist with attracting new employees to the workplace as the Council builds a reputation as a positive place to work within the community. Councils could consider building strong relationships with stakeholders by further community engagement and awareness of Council career opportunities or implementation of Council workshops within schools. Increasing positive workplace culture could be achieved by implementing an internal culture working group to communicate and collaborate with staff at all levels.

4. The variety of shared roles working across two or more Councils can be attractive to potential candidates, and this collaborative approach can help Councils manage the cost associated with specialist roles that can be difficult to fill.

Recruit

5. Councils need to reconsider how they recruit now and into the future. Councils should consider how jobs are advertised and how long the recruitment processes take. The audience the Council wants to attract should also be considered in the redesign of recruitment processes.

Considerations include:

- Advertise the benefits and flexible working arrangements on offer
- Clearly advertise that part time arrangements may be considered where possible
- Develop advertisements with diversity in mind
- Consider relocation assistance to entice candidates if location is a barrier
- Look at new ways to advertise, reaching a broader audience, including use of social media platforms etc
- Simplify the application process and speed up recruitment processes

Retain

6. With skilled workers being hard to replace, Councils need to focus on retaining and developing talent. A focus on and commitment to training and upskilling existing employees as part of an overall workforce strategy is highly recommended. This could be achieved by:

- Regular training and development of employees
- Job shadowing opportunities provided
- LGA training packages to be encouraged
- Flexibility with education, staff to be supported whilst studying/upskilling knowledge to develop and encourage retention
- Marketing and support for take up of internal training opportunities

7. With 121 respondents providing their main motivation to stay with their current employer was related to workplace culture, Councils must continue to focus on employee engagement and building a positive workplace culture.

Suggestions on positive workplaces were mentioned above in 'Attract'.

8. The current competitive job market gives workers the power to expect more, and the Local Government sector will need to consider how to keep up with the market in terms of competitive wages and benefits. While financial remuneration is somewhat limited by Council funding, survey respondents cited many other benefits of working in Local Government which can be harnessed as a tool to retain valuable staff including:

- Flexible working arrangements including when and where you work as well as offering part-time arrangements
- Succession planning, professional development and career advancement opportunities
- Life-long learning and support to train for other roles within Council offering a diverse career path
- Acting positions such as back-filling leave and acting in higher positions
- Workplace Culture and being valued
- Personal satisfaction of delivering for and working closely with the community
- Diversity in the workplace

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Hays Salary Guide the new equation in the world of work FY 2022/2023 – Australia and New Zealand

Photos courtesy of Centre for Ageing Better

<https://ageing-better.org.uk/news/age-positive-image-library-launched>

Appendix

Appendix A. Council Employee Survey Questionnaire and Responses

Appendix B. Human Resources / People and Culture departments Interview Questions and Responses

Appendix A – Council Employee Survey Questionnaire and Responses
LG Professionals – 2022 Emerging Leaders – Current Council Employees
Survey – Attracting Talent in Local Government
9 – 26 September 2022

1 - What attracted you to work in Local Government?

What attracted you to work in Local Government?

Was offered a role in event management - grew to understand what LG provides the community and was hooked

diversity of work

Better to be inside the tent and make change than to be outside and get nowhere

Being able to work directly with the community and the variety of work.

Work life balance

Variety of jobs available which allow me to contribute to the community in a positive way.
 Job security and fair work conditions.

The opportunity to serve the local community and a stable work environment

I was looking for a complete career change and to have the opportunity to learn new skills.

Career opportunities/so many varying roles

Lifestyle

My first role was community / tourism - so it was the role rather than LG

The ability to work at the grass root level and really make a impact in the community.

Job opportunity

local people working on strategic projects for the community

Variety of work and impact on local community

Change in career

Opportunity to work in libraries

diversity, connection to the community, variety of roles, opportunities to learn

The pay and job security

passionate about working for the community

Different industry, interested in seeing what council do

Job security, remuneration and a nice sea change in terms of industries.

link to community; flexibility

Local work

Traineeship

Job role

opportunity for long term employment

The role

Good culture

To be honest, I was just filling in at the time and didn't really think about the fact that I was working for Local Government.

Connection with the outcome of my role. Alignment between role purpose and my values. Variety and breadth of the work.

The direct impact it has to the lives of our community

Connection with your community

The job that was advertised

Stability

I undertook an apprenticeship as a school leaver, and the host employer happened to be local government

I did know better 22 years ago however it has been an amazing journey of many opportunities and roles across many organisations. Nothing really attracted me at the start as a town trainee Gardener and a pay cheque helped.

Structure.

I was approached by a recruitment agent. I had never considered Local Government and would not have if it hadn't been suggested to me.

It was community orientated and customer service.

It offered the best working opportunities within a small community

I saw a graduate position advertised that fit with my university qualifications

Stable and reliable work with good conditions. Permanent work.

Being able to actually help people, both inside and outside the organisation

Job Security

The role itself was interesting

The ability to strategically influence on-ground activities and actions for the benefit of the community and the environment

I wanted to complete a Cert 3 in business administration and was placed in a Council to complete the certificate. I had no idea what Council did other than collecting bins.

Community focus

the position description

Change of work environment.

Opportunity for career progression, management opportunity in a regional area that can be hard to come by, opportunity to make a difference to the community with less red tape than State Government

Two things. Job stability and the way in which local government is focused on improving the lives of the people in its community.

it was a secure place of employment

Security and grass roots connection to Community - as well as potential impact you can have within your community.

The community aspect of the work.

leadership opportunity

The fact I could work in an organisation that I can have an impact on society with was a good start

The council I now work for offered an internship while I was studying at uni.

Chance to be close to the community

lifestyle, career opportunities, variety of activities undertaken

Working with the community and delivering highly valued services

the opportunity to make a difference in the community, and to help communities flourish

opportunity came about part way through my degree

Reliable job within a small country town that allows the opportunity to learn varying roles within the one organisation.

Growing up in a small, country town with the intention to study engineering, local government was probably the only potential employer for that profession that was visible to me in my school years. The idea of working for the community has therefore always had its appeal.

A career in Librarianship

High Paying job in Regional area (moved from Adelaide and wanted the same income)

Close to home

To be able to work closely with the community and to help people access services and facilities better

Role being offered, salary, proximity to home location

Security, lifestyle, close to home, well paid

Having work in media (ABC Radio) I sought work in state government programs which supported communities - housing, health, legal - but saw local government as a place which was 'closest to the people' and where one could see direct connection with a broad range of community activities, programs and services that are provided by councils.

the ability to match my skills with a role that works directly with the community

Ability to work in a role which is driven by community benefit rather than commercial benefit.

I saw Local Government as a great employer and offered me the chance to learn what Local Government does for its community at a local level.

Broad range of services and ability to work on major community projects.

The opportunity to make a difference at a community level for the prosperity of the region

community and location

It is a great way to make a difference within the community. The decisions I make have a direct impact on the community and for this reason I strive to make decisions that have a positive impact for the community.

Working directly for community, in a more structured and legislated format than the not-for-profit sector.

The role I chose is very specific to employment in Local Government

I'm a planner and completed my uni work placement at my current workplace. A position became available shortly after and I've been here now for 12 years in different roles and levels. (I note that LG is a common starting job for planners). I've found I enjoyed working in a public service role and haven't felt a desire to switch to private consultancy or State Government at this stage.

My first role in LG was in a remote/regional location. I was hooked from that time onwards.

The right opportunity came up at the right time.

There was an employment opportunity

The role and working for the capital city council

Purpose - giving back

security

When I first applied for a traineeship back in 1998, I didn't really know too much about Council's, I applied because it was a combined admin/civil construction trainee and I enjoyed the outdoors and thought it would be a good fit for me.

The opportunity to make a difference in my local community and the employment benefits (i.e. no forced redundancies is a lovely safety-net to have)

Variety of opportunities, grass roots community connection, well paid. Go from one council to another and benefits follow.

green fields challenge

Knowing I was going to be working for the local community, gave a sense of helping others/doing my part for the community.

Pay, Conditions, Unionised. Interested in Politics at all levels

Job Security

I was attracted to the job role which is mostly at local councils

Family had worked for Local Government so was familiar with its structure and opportunities it offered.

Traineeship opportunity 12 years ago

I fell into it

Working for a community focused organisation.

Secure work, wanted to work in government, but felt State government was to unpredictable

Diversity of work experiences

At the time it ticked the boxes for a work/life balance and allowed me to be a mum to my daughter who I was raising on my own

Diversity of the business

Working close to home and the flexibility around my family

job with purpose but not in the not-for-profit space, job security, pay

Remuneration, working conditions, reliable employer, job security

I work in a Library - and this was my reason for working in local government - it is the only way to work in a public library

At the time i was unemployed due to covid. this opportunity payed well, was close to home and was something i had not considered before.

Doing work within the community

Employment security. Delivering services for the benefit of the community.

Worked in this industry previously

Variety of career opportunities

Family experience with my father working in LG

Good prospects in career development, culture and working in a large organisation

Job Security

Stability and security of job

Security

Location

Close to home and working with the local community

offers permanent roles, salaries are better than state govt

Job security & change of industry after being made redundant

type of work, job security, remuneration

Position available

The Job

Enjoy working in library services, work place was close to home.

Delivering better outcomes for the community.

Working closely with and making a positive difference with the local community.

Working in a public library with customers.

Security, job advancement opportunities.

To work in my local community

Local community, nice environment, good pay and kind people.

Work in an area that my Degree related to.

Stability - Career

Specialty role with work stability

I work in libraries and local government is the primary employer

Working for the community - giving something back

My dream position became available and it just happened to be within Local Government. A love for my role, great job security, and fair wages have kept me working for Local Government.

Close to home and close to my childrens' school at the time.

Opportunity

Job security, attractive benefits.

absolute connection to community

Opportunity for a new career.

closest tier of government to the community

The job description, salary and location

A Traineeship where I has the opportunity to work and undertake training/study at the same time.

Direct access to working with community.

working in the community and work stability

Working with the public.

The type of role and employee remuneration/benefits

opportunities to positively impact community life

Working for the community and social justice.

Working for the community

Being able to give back to the community I live in

Initially a part-time role that suited my family needs at the time, and with the opportunity to develop within local government. I'd only worked in the private sector previously.

Variety of roles available, location and conditions

connection and ability to make a difference for community

to help people

Opportunity to help shape local community.

Pay rates, workplace conditions, variety of work, customer facing elements.

I started in a traineeship and a position opened up in my team

Good remuneration

community impact

opportunity to work on exciting projects in the local community

Job security, career development opportunities, ability to use my skills in a different role without leaving the local area where I want to live. Staff well looked after compared to private SME in my experience at least. Better annual pay rises, RDOs, actually get TOIL for OT, flexi-time, WFH, better equipment (laptop, phone) supplied, opportunities for private use vehicle at managerial level, leave is transferable within LG, professional development (like for instance Emerging Leaders), diverse range of work and satisfaction from completing projects for the community.

The diversity of roles & working for the community and not a bottom line

Availability of jobs (Environmental Health) and good pay for new grads.

Security of a permanent position, flexibility around working with a family, being able to do good in the community, and the money is not bad

Opportunity to pursue a career path in Finance

Conditions, pay, security

I kind of fell into it through my previous role at an NGO

The nature of the role

Opportunity to be involved in the maintenance of Parks & Gardens

Making a difference to the community. Doing work that has a direct benefit to people. Ability to move easily between Councils across Australia.

I applied for a short term contract position, but initially wasn't interested in working in local government.

Range of roles, being able to work directly with community to make changes to local places

I relocated to the South East from Adelaide and needed a job that was similar to what I had experience in. I also liked that the work I would be doing directly contributes and impacts the community.

Leaving school it was the unknown and the various opportunities

I feel proud of myself and would like to helping people who's need.

Started as a temp, and had no idea of all of the services that LG provided to the community and their employees. After a few months was able to apply for a permanent position and knew LG was an organisation that provided growth, support and opportunities to its employees.

The breadth of opportunities within LG sphere of influence

The job and career advancement opportunities

nothing specific, i was headhunted

meaningful job

Looking to try different career paths to see which one suited me best

Security of work

The scope of work available and job security

To serve the community and make a difference in people's lives

Fresh start, change of industry

The Employment Opportunities

The variety of work and stability.

Being a Government Sector and good income and job security

Various career opportunities, ability to make a difference to the community

Opportunity for permanent work

job security during the start of the covid pandemic

Started with a traineeship and fell in love with the variety of roles.

opportunities

Well established organisation with job security, good wages and personal development opportunities

I completed a traineeship in local government and then left the sector for about 10 years. I was always drawn to come back because Local Government gives you a strong sense of purpose; you really are working on behalf of the community, and it feels like a community of its own

Started as a volunteer and progressed to employee in various departments. Volunteering provided me with insight into Local Government especially attending Council Meetings and assisting with events. This prompted me to apply for the advertised position with the Community Services Team to continue the work.

location and the position I applied for

Working with the people within Council, working with and for the community (giving back)

On leaving school, I saw a Junior Clerical Officer job advertised. I had no idea what Local Government even was.

Initially the benefits of being a Regulatory Role prior to applying for SAPOL. Since then, it has been the culture in Local Government and the diversity and variety of work.

Was looking for a career with varied opportunities

Permanency

Security

Making an impact to the community on a local level, also remuneration and other benefits that work with having a good working/family life balance (e.g. WFH, RDO's etc.)

Being part of a community focused group and being part of making a difference

Family members working in local government- job security and being able to make a difference in community members' lives.

Wanted to be a part of the local Council that I lived in & to help make valuable changes

Career opportunity and diversity. Giving back to the community

working and helping local communities

Better working conditions

contributing to the local community

Working with Dogs - was a dog trainer for 13 years prior.

The family work life balance

Working with the general public rather than in a university or state government environment (where it's more specialised services for specialised clientele)

Connecting with and directly helping the community.

Diversity of work + opportunity to study.

local employment (not interstate)

Rate of pay, stability of work, was able to enter the workforce as a graduate with minimal experience.

I loved the idea of working for the community I live in.

make a difference, money, work conditions,

Wanting to make a positive change in the community. I enjoy working at a local level and having regular community based interactions.

Stability and a job I enjoy

Job security, work-life balance, relevance to my qualifications / skill sets and expertise

first job

Perceived job security, good conditions and salary.

working to build better facilities for community

Diversity of work, career growth opportunities, job security, good pay.

Job security and good pay

JOB SECURITY

Great job

stable job

Library work; helping individuals in the community live and learn

stability and salary

living in the LGA Area and being passionate about my own community; reputation of the Council (post appointment of current CEO) as being progressive and good employer;

Job sector - I wanted to work in public libraries

The job met my area of expertise and interest at the time. Had worked for Federal and State Government so it seemed like a natural progression

Working for the local community. Jobs available in my field of expertise.

Serving the community in which I live - via libraries

It is a good opportunity and the position was advertised by my school careers coordinator.

I like working in public libraries

Innovative role and good salary.

Natural progression from university to working in field

Job Retention, Wages & Flexible Hours

Work life balance

The role

Friends who work in LG

Employment opportunities

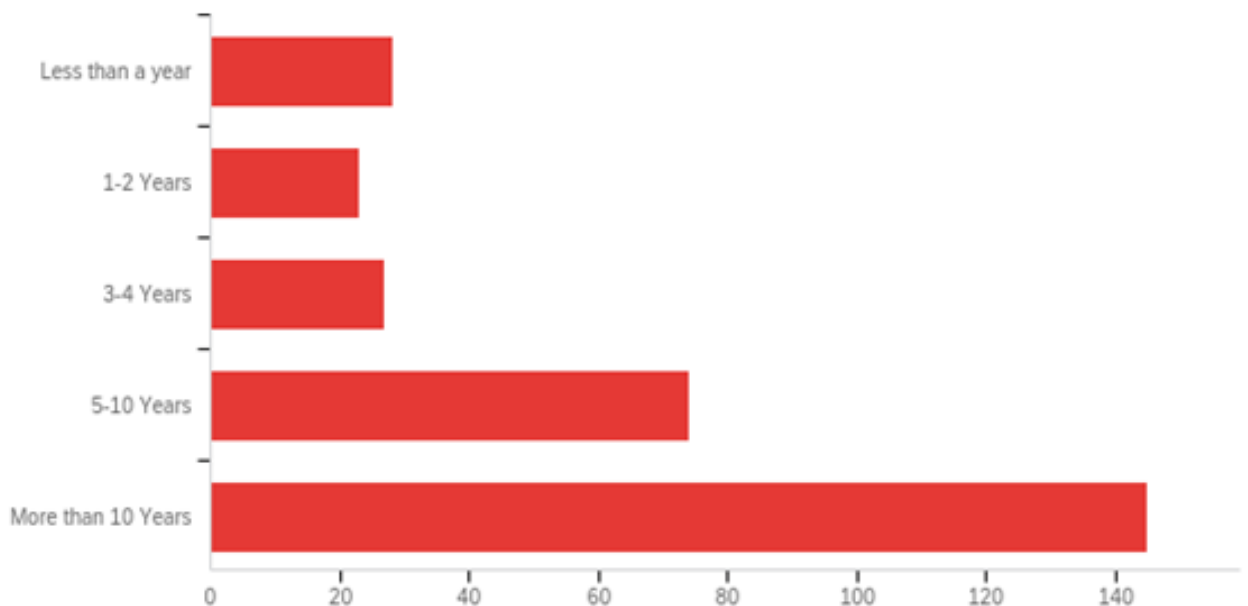
I grew up in the area that I work in and was interested in working within that area

Working conditions, variety of work

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I started working in Local Government on a casual basis as a first year Uni student. At the time I didn't really know anything about the sector but I had a friend who already had a job within UPark which is owned by the City of Adelaide which paid well and the hours were suited to the Uni lifestyle. I worked the next 11 years with the City of Adelaide which helped me develop my career and opened up the door for a management position within the private sector in the parking industry. I worked in the private sector for a year and returned to Local Government because of the culture and work/life balance.

2 - How many years have you been employed in Local Government?



| # | Field | Minimum | Maximum | Mean | Std Deviation | Variance | Count |
|---|--|---------|---------|------|---------------|----------|-------|
| 1 | How many years have you been employed in Local Government? | 1.00 | 5.00 | 3.96 | 1.32 | 1.74 | 297 |

| # | Answer | % | Count |
|---|--------------------|--------|-------|
| 1 | Less than a year | 9.43% | 28 |
| 2 | 1-2 Years | 7.74% | 23 |
| 3 | 3-4 Years | 9.09% | 27 |
| 4 | 5-10 Years | 24.92% | 74 |
| 5 | More than 10 Years | 48.82% | 145 |
| | Total | 100% | 297 |

3 - Which of the following best describes the type of work you do?

| | | | |
|----|---|--------|-----|
| 2 | Communications (Media, Marketing, Community Engagement) | 3.42% | 10 |
| 3 | Community Services (Library Services, Community Care, Social Planning and Policy) | 20.55% | 60 |
| 4 | Economic Development and Tourism | 2.74% | 8 |
| 5 | Engineering & Assets | 9.59% | 28 |
| 6 | Environment/Horticulture & Waste Management | 2.40% | 7 |
| 7 | Sustainability | 2.05% | 6 |
| 8 | Financial Services and Rates | 7.19% | 21 |
| 9 | Human Resources (People and Culture, Training, Work Health and Safety) | 4.45% | 13 |
| 10 | Information Management and Technology | 5.82% | 17 |
| 11 | Planning and Infrastructure (Urban Design, Transport Development, Building Surveyors) | 3.42% | 10 |
| 12 | Property Management (Property Maintenance, Facilities) | 2.74% | 8 |
| 13 | Regulatory Services (Rangers, Community Safety Officers, Planning Compliance and Environment Health Services) | 7.19% | 21 |
| 14 | Other | 13.36% | 39 |
| | Total | 100% | 292 |

Q3_14_TEXT - Other

Other - Text

all of the above - in a senior management role. Passion is community services :)

Strategic Projects and Engagement

Community Development - Community and Sports Facilities

Exec role - Engineering, Assets, Sustainability, COmmunity Connections, Operations (civil and open spaces), Operational support (admin, stores, workshop)

Parks & Gardens

Risk Management

Executive

in a small country council, my roles have covered all of these areas to differing degrees

Executive Leadership

Project Management

Strategy, sustainability and economic development

Project Management

Executive management of a portfolio including community, economy and communications

Continuous improvement - BPI

Advisory

Across most of the above - Director of Corporate & Community

Community Development

Commercial

Procurement and Contract Management

Director Community and Corporate Services

Sport & Recreation

Asset Management

Potential my department has a number of hats - Customer Service, Rates, Information and Technology, Business Administration, Financial Services, Work Health and Safety, Assets, Regulatory Compliance

Management of Economic Development and Tourism AND Community Services

cross over a number of areas

Asset Planning

Project Management

Not telling

Planning Development Officer

Libraries

Placemaking & Activation / Arts & Events

Community Development (missed it off the list)

Valuations

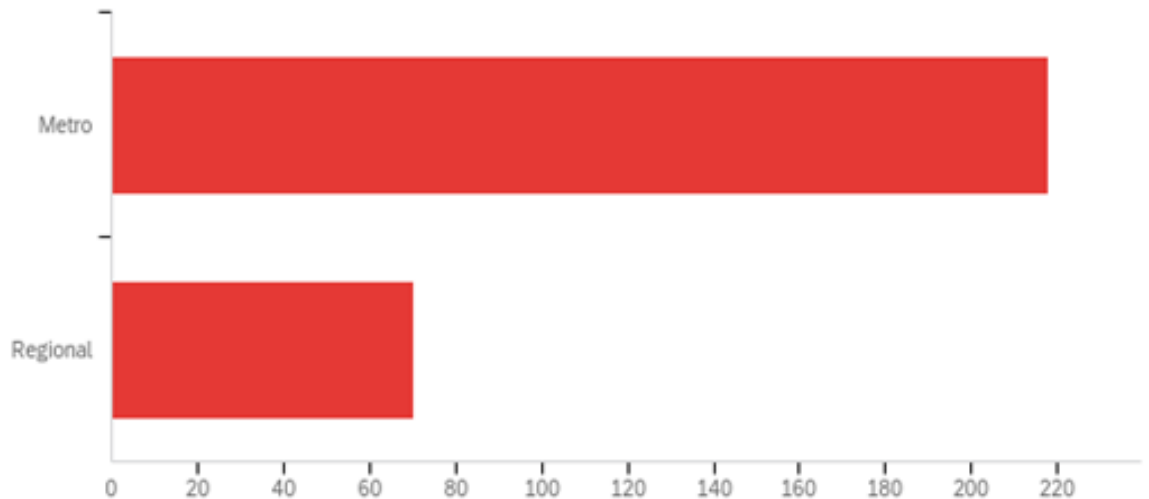
Community development

EA - Business Services, Planning, Communications, Human Resources

I work across three departments, Customer Service, Records Management and Community Engagement. Didn't have the option to select multiple

Commercial Business

4 - What type of Council do you work for?



| # | Field | Minimum | Maximum | Mean | Std Deviation | Variance | Count |
|---|---------------------------------------|---------|---------|------|---------------|----------|-------|
| 1 | What type of Council do you work for? | 1.00 | 2.00 | 1.24 | 0.43 | 0.18 | 288 |

| # | Answer | % | Count |
|---|----------|--------|-------|
| 1 | Metro | 75.69% | 218 |
| 2 | Regional | 24.31% | 70 |
| | Total | 100% | 288 |

5 - Was there or is there any reason you chose Local Government over the private sector?

Was there or is there any reason you chose Local Government over the private sector?

Connection to real people and community outcomes, not profit motive

Have always worked in Government roles and believe a public servant is a very worthwhile career.

Was invited to join.

Flexibility and work life balance

I had opportunities to do work experience with councils while at University and found it to be a good way to learn about the different types of jobs and make connections that helped me find work.

Great place to work for a long period and potentially build a career

job security

Lifestyle

Nothing specific - I've left LG twice to pursue other sectors, but ended up back in LG

No

Working conditions, job security

To work closer with the community.

Opportunity for professional development

Not when I first started

In regional it is a better career

I enjoy providing services without having to 'sell' anything. The community benefit is the focus, not making a profit.

Attractive remuneration

Libraries in private sector very specialised therefore difficult to get into.

public service

Where an opportunity as temp was.

benefits local government provide and job security

No reason I like both

It seemed like employee welfare was paramount and a top priority in Local Government - which is true from what I have seen!

community link; greater flexibility

None

NO

Was interested in gaining full time employment out of High School and wanted to study something, without going to university.

The role attracted me

security

not particularly

I was contracting work to Local Government from the private sector

no

I moved from the private sector. I was seeking a connection with the outcome of my organisation.

The connection to community

No

no

No reason, I just applied for a job that kept me out of an office.

I came from the private sector. Working closer to home instead of the City was a big draw card at the time.

Previously worked in private sector for 20+ years and wanted a change but still be involved with my community.

I applied for a number of Graduate positions and Local Government was the sector that gave me an opportunity

Was recommended to me, good job opportunities, diverse work, stable and reliable job.

Connection to outcomes and the flexibility to innovate.

Job security and opportunities for growth

It's an opportunity to be community focused and deliver impactful outcomes

Greater flexibility and work/life balance, less focus on profit and more focus on community need.

As a planner I wanted to work in Council so that I could be involved in the decision making process.

Contributing to the community

limited professional jobs available in area

Consistent work environment.

Very few opportunities in the region in the private sector

I had spent 10 years in banking working for a private company, I wanted to work for an organisation demonstrated a better ethical and moral culture. I was looking at non-for profit agencies when I came across a local government advert. They hooked me on the community focused aspects of their work.

Community connection, enjoy being part of the democratic process

more secure employment

Stability Ability to further career

Yes - more security and opportunity to impact on community life.

The type of job (library services) tends to be predominantly in Local Government rather than the private sector.

stability of employment at the time

I was in the private sector but decided being in local government it would be a better place for me and my family

I like the flexible hours, good pay and opportunity to work with a system them is community focused and not necessarily focused on profit.

Wasn't motivated by the profit motivation of private sector firms and like diversity

I was in the private sector and moved to local government as part of a lifestyle and career change and opportunities presented at the right time

Started as a Librarian and was attracted the value public libraries provide to their communities

Absolutely. Local Government makes a difference to people's lives, it's diverse and really interesting.

original profession had more opportunity in local government to learn the basics

In the private sector I had to balance 'doing' work and 'looking for' work, which was rather challenging for me. In local government you never need to look for work!

More opportunity for work in library programming/events area.

Earning Capacity is greater in local government compared to the private sector in rural communities

I prefer working for the public sector as it's more purpose driven

To be able to help the community to achieve better outcomes

Community focus of local government and interesting politics

I have been in both sectors and local government has better working conditions and resources

My council is one which actively supports roles for diverse types of employees, in terms of age, gender, disability and experience, and which aims to offer ongoing positions instead of interminable and stressful contract work which offers little security, and opportunities for systemic bullying and mistreatment of employees with little power or status, simply because of their temporary delegations.

It wasn't a conscious decision - I was told about the role and advised to apply

Greater opportunity to do something of benefit for the community and also a perception

I had no idea what a Council offers, and as it offers such a variety of roles to a new starter i have been able to progress through the different roles to where I am now. A bit different to now when roles are targeted at specific talents.

Worked in the private sector for over 10 years, and was ready for a change.

There is no pressure to make sales / targets, I am happy to work and manage a budget and I am good at sales bit it doesn't meet my intrinsic need to help people more broadly instead of maximising a businesses profit margins

community and location

Local government exists to serve the community. The private sector exists to serve the shareholders.

I started to get burnt out working in the not-for-profit sector.

as per first question. Local Government is virtually the sole employer of my profession. Roles in private sector rarely occur.

I completed my work experience at my current Council, but I've stayed because I like working in a public service capacity.

As a young person with a newly completed degree I was looking for employment and I was not afraid of "going bush" - this start gave me such great foundational experience.

Local and flexible hours

There's wasn't anything specific initially. Having been in the industry for a while now I can say I enjoy the collaboration and network opportunities (both internally and with other Councils), the benefits of leave transfers, and how closely LG works to the community.

The type of work Offered I have worked in the Private sector the bulk of my working career and wanted a change

I was working in the private sector for the first time and preferred to stay there but when this role came up it aligned more to my skills

Immersed myself in the private sector for the best part of two decades making companies & individuals very successful. Wanted to apply my skills set to a community centric endeavour.

Security

At the time of first employment no, now I love the grass roots feeling of Local Government, the ability to feel like you can make change and have the strong community connections

Private sector doesn't offer security. You may be paid more, but it is more volatile

Security, variety of work, local connection

opportunity

If I'm completely honest, the pay and working conditions seemed more enticing to me than the private company I worked for previously for 13 year, and was the reason why I ended up leaving the private sector and going to LG.

Better pay, conditions and hours of work - work life balance

Gain experience, reasonable pay and good job security.

The pay rate and job security

no work in private sector

First job I had in Local Government was as an Environmental Health Officer (EHO) - Local Government was one of the only sectors that employed EHOs

I've left LG and worked in private. Work life balance. Making a difference to a community

Preference for type of work - providing community outcomes

No reason

Focus on local climate change action

Not interested in private sector, concerns about work/life balance as well

Better job security, salary and hours worked

I came from the private sector and also NFP. This seemed like a natural progression in my career

I have worked in both sectors and ended up in Local Government

Flexibility with my family

For purpose rather than profit

Higher pay, better work hours, secure employment

AS stated before - it is the only option to work in a public library.

The only reason i have remained in local Govt is the pay. the conditions and culture are not enticing.

I wanted the opportunity to grow

Aligns with my personal and professional values

Opportunity to help the community

Had previously worked for State Govt

I have also worked 10 years in private sector. I came back to local government after a redundancy. Local government provides greater job security.

when you live in a rural area finding local work can be difficult. I came from the private sector to Local Government as I was looking for stability

I wanted to have the experience of public sector

Conditions (income protection insurance, flexi, pay, security, transferable skills)

It's where the opportunity arose. However, I would probably go into the private sector if the right opportunity came up.

Better work life balance and security of employment

No, it was just the best opportunity at the time.

I moved from state gov into local gov, I enjoy working in government agencies but didn't enjoy the travel into the city

security of longer contracts and permanency

Job Security

Limited options in a regional area. Most government jobs are paid a lot better than jobs in private sector

No

Working for better outcome rather than cheapest outcome.

Job security and resources to service the community.

Working with the same customers regularly and building rapport.

Was employed by a temp agency and had a short-term contract in council. Preferred the people and culture of council compared to the private sector at that time.

The broad nature of community services and opportunities

better career opportunities and development

This was the only sector for my industry (public libraries)

Stability due to EA

Focus on helping the community rather than generating profit

No. As stated earlier, local government is the primary employer for public libraries

Giving something back to the community

I have worked in all 3 levels of Government and the private sector. Local Government (I have worked for 2 different Local Councils now) has been my best employer to date. I love that you can transfer leave entitlements across Councils, when changing employment between Councils.

Less competitive from university

I was registered with an employment agency and a role came up.

No

Job security, Salary, WHS

tangible outcomes that can be felt by and seen by the community

No

opportunity to support and work with community

Previously worked 9 years in the private sector and was ready for a change

No

I worked in private sector most of career and the core values weren't similar to mine as they are in LG.

job stability

Job security along with being able to have a positive impact on the community.

Prefer the community and giving back aspect, rather than working to generate profits

better pay & work/ life balance conditions

I've worked in both - Libraries are only run by Government in SA.

I always wanted to work for the community and be able to really feel like what I was doing is making a difference.

Initially this was an opportunity that suited my family needs at the time ie. part-time, school hours

Stability and conditions. Also there are very few employment opportunities that cover such a wide range of activities and services

I chose Local Government after working in State Government and NGOs...I find working in 'for-purpose' organisations more meaningful and aligned with my values.

not for profit - genuine care for community

Wasn't many suitable private sector jobs advertised when I applied

Nil jobs in private sectors for EHOs

The traineeship company put together the interview

Job security

community focus

The impact it makes in the whole city (council)

After 14 years in the private sector I could not see a way to elevate my career higher without leaving the local area. I was averaging 50 hours a week and making less money than the entry-level job I took at Council as a comms officer. I knew there could be a management role open up so joined at that lower level, getting a slight pay rise and way less stress (home with my family each night and on weekends). Then got the manager

position which has come with a car and a salary beyond what I could have ever achieved at my previous job in the private sector. And I see several chances to further my career plus feel supported to pursue these.

Remuneration was attractive & more opportunities were available

Introduction to Local Government via an external provider and obtained a traineeship within Local Government.

More job availability - there isn't really opportunities for EHOs outside Local, state, federal gov or defence.

Worked in not for profit sector prior to Local Government, and in my field of work, the conditions are better in LG

To work in an environment that can make a difference for the community that I live in.

More job opportunities

I fell into a role at PAE while in a role at an NGO

The Local Government environment

Local Government care about the Community and provide services to aid the Community.

In Local Gov: Hard work = great outcomes for residents. In Private sector: Great work = profit for the boss.

Initially I liked the structure that employees are required to follow, that is sometimes not evident in private sector. Now I prefer to work for an organisation that is socially and environmentally responsible.

Range of roles, ability to make changes to/in local spaces and communities

No

No

I don't think so, I am quite happy with what I am doing at the moment.

Started my career in private sector, there was no particular reason for transitioning to LG. But now being part of an organisation that has an impact on the community, and makes a big difference. I can't see me changing back to private sector.

Agenda is not dominated solely by profitability - achieving social and environmental outcomes are core responsibilities also

The temporary recruitment company was recommended to me for short term contract works (never wanted/expected to stay or work full time)

The opportunity to work for the local community and job security

The position. I have previously worked in private sector and it is common knowledge that Local Government jobs are better stability and better money

No

To serve the community

None in particular

Familiarity, opportunities, Regional Council, my variety of positions held in council assist in an over all understanding of how council works.

I'm motivated more by service to people than by commercial enterprise

Haven't worked in LG before, interested in the sector

The position suited my qualifications

No

First job from school, kind of fell into it by accident but love it

Connected to the community and can make a difference

In the right place at the right time.

job for life, can see from a private contractor the help councils give to their employees during their career

I enjoy the diversity in roles, the people and being the closest tier of government to the local community.

was in private but saw more opportunities in Local Government

No. At the time I applied for a position within Local Government more than 10 years ago, it was a case of my position being an entry level Admin position. Little did I know at the time what Local Government had to offer its employees in addition to the multiple services offered/role of LG to the wider community.

I have never been drawn to the private sector. I much prefer working in an area that isn't driven by making profits, but driven by purpose

Security, locality (walking distance from home at the time), professional development

location is close to home and only a 10minute drive versus catchin a bus to the city. Also after working in private sector for 20 years i wanted to give back to the community

To be involved in giving back to the community, alignment with personal values, be part of something meaningful and not focused on profits and board satisfaction.

No

I have worked in both Local Government and Private Sector and Local Government gives me more satisfaction and structure

Flexibility, community focused, honest not having to compete to 'win' work

Security of employment

My role is not available in the private sector.

A shifty and change to Enterprise - some governance and structure in place that could provide supporting business case for improving services.

Job Security and a perception of more reasonable expectations in terms of work/life balance.

Providing services for the community rather than a board

have always worked in Private Sector, made a life decision to move out of private and test myself in Local Government

I had worked in private sector for many years.

At the time it seemed like a good job with family friendly hours. It worked well for my circumstance.

I came from the private sector and LG gives me a purpose for the work I do.

Local government is more aligned to helping / servicing the community rather than making money

recommended from others

started as my first full time job, never looked around since.

Making a difference in the place I live, not making profit

There wasn't at the time I was excited about still working with dogs and being closer to home. I would like to stay in LG for the stability, and employment perks. Flexible working hours, time off, health insurance available, fair conditions and salary.

I completed a traineeship through maxima when i was 20 and have stayed in LG every since

Conditions of work

Not much opportunity in my profession in the private sector

I enjoy working with the community rather than for private businesses.

Commenced in the private sector, transitioned to LG

I didn't chose the local government life, the local government life chose me

less travel and more meaningful

no, just been here and stayed I guess

Started on a contract and stayed

I was not happy in the private sector - having to constantly try and win contracts and more work.

the type of work I wanted to do was in local government

More closely aligned to my values. I have worked in private sector for a long time.

they were willing to hire a young person

Community focus.

Work Life Balance and ability to make a difference in the community

had no choice because it was a first job

Private sector does not offer any longevity in roles, gone are the days you could work for a private company for 20-30 years, but this is still possible in local govt.

Better opportunities for professional development, as well as better job security and pay.

Job security

Monetary rewards and job security

Change

Job Security, LG networks (people networks), good working conditions

No

work life balance

Job security and opportunity

Stable work/certainty (less susceptible to economic fluctuations than consultancy work)

Making a difference and feeling of value.

No Have worked in both

Public Libraries - are Local Government

It was the opportunity that stuck out at me the most.

I did work experience, then got casual work and then eventually permanent work

The private sector doesn't provide services in the sector I work in.

Natural transition from university due to previous work experience. Stability of hours worked.

Mental Health awareness.

Guaranteed to be located within the council boundaries rework location - ie I can't be sent to work interstate.

Burnt by private straight out of uni. Enjoy the conditions and variety of work and being able to see the change on the way home.

no

More opportunities in a regional town.

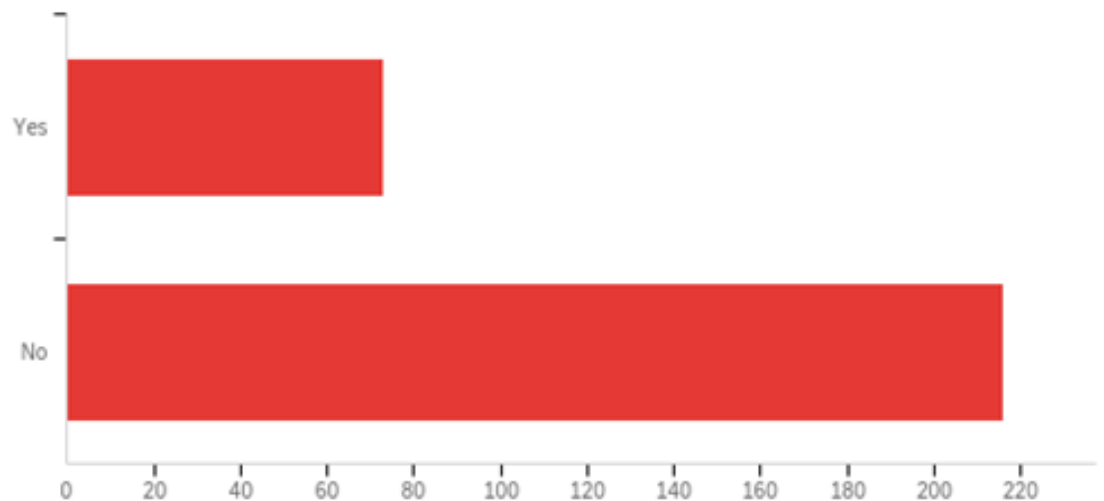
It was what was available at the time and in regional areas good jobs were not plentiful when I started - especially where I live.

Job availability at the time, however since starting in local government I enjoy the work life balance

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Work/life balance, progressive culture and career opportunities are the main reasons I chose local government.

6 - Prior to starting in Local Government were you aware of the diverse career pathways available?



| # | Field | Minimum | Maximum | Mean | Std Deviation | Variance | Count |
|---|--|---------|---------|------|---------------|----------|-------|
| 1 | Prior to starting in Local Government were you aware of the diverse career pathways available? | 1.00 | 2.00 | 1.75 | 0.43 | 0.19 | 289 |

| # | Answer | % | Count |
|---|--------|--------|-------|
| 1 | Yes | 25.26% | 73 |
| 2 | No | 74.74% | 216 |
| | Total | 100% | 289 |

7 - What factors motivate you to stay in your current organisation (Council) rather than moving to another metro or regional area?

What factors motivate you to stay in your current organisation (Council) rather than moving to another metro or regional area?

Stability and I enjoy the workplace culture

Diversity of the work, location and great staff

It is not straight forward. Regional Council has very few career opportunities. If you invest in a local area, it is very hard to relocate. Easy affordable accommodation options in regional Councils make it attractive and affordable to relocate.

Opportunities to work in a variety of areas, learn new skills, diversify experience

I feel that I'm working in a role and region where my work can have a positive outcome for conservation and as well as the community. It is rewarding to know that I can make a difference and that many people in the community appreciate the results of my work.

location, people, working conditions

I feel that my council offers a great opportunity for self growth

Lifestyle and ease of getting to work each day. if I didn't have to travel long distances I would change Councils

happy with my role and the team I'm in and close to home

Good people

i only moved to it 9 months ago, and I would like to settle and spend 3-5 years in the role should it work both professionally and culturally for me - so far so good!

working conditions, being given the opportunity to develop

Flexible working arrangements, the team culture, opportunities of self and professional development

the diversity in my role

Living and working in the same community. My current organisation has a good culture and supportive executive and Elected Member body.

Great work colleagues, enjoy current position

Council accommodating to my specific skill then and eventually the team became very close and long term.

Proximity to home, team environment.

size of town, immediate family are all settled here

Work life balance, know the people and organisation. After having my kids it is important to have some stability

Its where I live, job availability.

Great team mates, ability to apply internally for positions & get involved in projects outside of my original scope of work.

Job security, great team, supportive management

Permanent role, job satisfaction

I am happy within my workplace. My family is here.

Great team. Interesting work. Ability to make changes/improvements.

I'm on my 5th Council now one being a City and 4 being regional, where I am has been a great step up and challenge into a senior role as GM as previously an officer and coordinator. The want to move for me revolves around family life and those stages between primary school with a need for personal development and an income to support family. High school requires a more levelled stability to cement learnings at an executive level, once HS is complete I will look for new opportunities Australia wide to have some fun in a new council and pursue hobbies at the same time. I only see myself at the current organisation for 5yrs and children have completed school. Work/Life balance at its finest.

I have changed areas in Council giving me variety in employment.

Family commitments

Location

I currently commute to my place of work and will probably consider moving closer to home over the coming years but only after I can ensure that the right succession plan is in place.

Stable job.

The people and the culture. I enjoy who I work with and I have no problem getting out of bed in the morning.

Work/ life balance

The role is interesting and I have opportunity to grow, shape the role and the role of my team

Location and team

I am a local and grew up in the Council area, I am motivated to stay here as I feel as though I can contribute towards positive outcomes for my community.

loyalty to my team

love the lifestyle of the region

Too stressful to move

Great boss, local employment as required to stay for family reasons

I've worked for 4 metro Councils (Tea Tree Gully, Port Adelaide Enfield, Charles Sturt and Onkaparinga). I never really wanted to leave any of them, but each time I was looking for more responsibility and more opportunity for leadership. I have that now. I'm not looking to leave my current role because I feel that I can still influence improvements here. I also have some really positive goals set for the coming year (both as a team and an individual) and I'm looking forward to achieving them.

Relatively new role with lots of exciting challenges

great council to work for

Fair Management. Room to explore and extend current work to further community projects.

Our organisation is going through massive change and I love our community.

Positive work environment.

opportunity for progression

My family and the right career pathway hasn't become available yet

I have a wonderful diverse team who are a great support network. I can also see a lot of growth opportunities in my current workplace

Nature of the role

primarily personal reasons at the moment (cancer diagnosis

Great culture, interesting and diverse community and challenges within my role

The opportunities currently surrounding the City of Whyalla with significant investment about to happen. It is exciting to be a part of it.

job opportunities internally

I have been given the opportunity to further my skills through training provided by Council that has allowed me to climb the corporate ladder whilst living in the town where i completed majority of my schooling.

The diverse environment of the Council I work in, which is a mixture of both urban & rural. An urban-only council would quickly become tedious for me, whereas rural councils are often too small to employ someone with my specific skill set unless I took a more generalist role. I also have a lot of unfinished business in my current organisation and would like to see them through.

Security. Familiarity.

Connected to the community, Live in the area

Opportunities to act in more senior position, and it's my home council

My family live in the area

Challenges and opportunities in current role

Close to home, good culture in current organisation

I believe my particular council is forward-thinking and evolving in its people and culture practice to be fairer and more inclusive of staff. While no work environment is perfect, the security I am offered here is worth more than jumping to another workplace for better money, and the relationships one builds with colleagues are ones that lead to better understanding of local government processes, so for me it's about continual learning and improvement.

The people I work with and the role I deliver on

I work close to home. My organisation has a positive workplace culture.

I like where I live and Council offered me many opportunities to progress through the Organisation which I was willing to take up. I was one of the lucky ones.

Positive Executive Management and exciting projects

This is my 4th Council, what has made me move away from my other employers has been horrendous internal and external politics or poor senior management

very close to home

I want to leave the organisation in a better position than when I started and there is a lot of work to do. The work is challenging and that keeps me stimulated.

In a regional council - I enjoy that I work within a small team, and there are so many different projects I can help with, or learn about. We are so close, and intertwined with, our community members.

Very happy with my current working environment and colleagues. Secure employment and attractive salary

I like the team I work with and I enjoy my current position.

I have just moved to a new council 12 months ago - 10 years in one LG is long enough - time for a change and learn new things.

Internal opportunities for development

A great manager and supportive GM, a good team and rewarding work that is appreciated.

The country Life is more relaxed

Ability to make an impact, salary & position

The people (specifically leadership) & the location.

Coming out of COVID, security

Location, diversity of the role, I haven't worked in a metro council as such, but I love that in the regional areas you are involved in all levels and departments cross over

Culture

location and values

ownership of my domain

What motivates me to stay in my current role is how closely I get to work with the CEO, senior management team members and mayor of our Council. Giving me great access to

their experience and knowledge. Also, as I work in a regional council the team is quite small and therefore we all wear quite a few hats within our positions. This provides great diversity in my day to day role and I really enjoy how each day is different and I can be working on multiple different projects or jobs at the one time. This would be the 2 driving factors for what motivates me to stay in my current position, rather than moving to a metro council. I imagine the diversity in role and people I interact with would not be as wide range in a metro council. (However this is completely off my own assumptions.)

Easy commute, and positive workplace culture

Flexible work arrangements, good culture in the organisation and team.

Career Development, general employment conditions including flexible working arrangements.

close to home

Culture, career opportunities, diverse work and proximity to home.

Level of influence. Understanding of the dynamics. Culture and respect from peers and management

current role is well suited to skills, positive culture of team, variety of work,

Location, team.

Potential to influence meaningful decisions

I have been successful in being elevated into senior roles

No other positions available

While I am not actively looking, I am not (not) looking for the next opportunity, currently a motivating factor is the team I work with. All here to do the best for the community and take real pride in the work they do

I have worked for 4 local government entities and have assisted two others in a secondment role for a small period. 1 Rural 4 Metro

An excellent manager and close to home, less travel time

Delivering major projects, opportunity, flexibility, work/life balance.

Knowing work loads and tasks required, friendships built along the way

For me, having worked in the same place for nearly 2 decades it is that every day is different. I am continually learning and growing in my role,

Pay and proximity to home are the only reasons

I'm involved in the Immersive Leadership Program, this council is investing in me and I want my training to benefit them.

Security of employment. Good management. Variety of work.

Proximity to home

The projects we are planning to deliver and the positive impacts this will have on the community

Like the people I work with

Located in the city

My age nearing retirement

Location

Great co-workers and culture

A good work culture

Would move to another metro or regional Council if the opportunity was available

Location - Both the attraction of the region and it's where I live.

Opportunity to progress and learn, good work life balance

proximity to my home, I have a permanent contract for the first time in my working life, salary is very competitive, super flexible working conditions

Gain experience and knowledge of Local Government

Great culture

Family situation, stability

The people, work conditions, close proximity to home, wages

I've only just started this library officer role, and I've been able to develop many valuable customer service skills. I also feel like I am contributing to the local community.

Career development, workplace culture

Being offered permanency

Reasonable working hours (I'm part time) and being permanent. Good work colleagues.

Job advancement at current council, close to home and good working relationships.

Team that I work with My local community Feeling connected

My local community.

Close to home, culture of council, current leadership

Career opportunities within section but also secondments in other areas

Workplace culture

It is my own council area that I work for, so both convenience and direct contribution to my local community.

None, I am currently looking for work outside this council

I love my Council's commitment to sustainability, Climate Action and serving the community.

Flexible working options, very progressive

I enjoy working close to home. The team I work in is very supportive.

I enjoy the role I have and making a difference for community

The opportunities I've been given

personal reward and satisfaction

There are none.

projects and opportunities and people work with

Great culture, great team environment and ideal location

Good work place, many opportunities to be involved in different aspects of work in Local Government, flexible working hours, close to home, good life/work balance

I like my team, Council and LG area.

job satisfaction

I like that I work for a council which actively supports library services. We have leadership who believe in investing in infrastructure. I am also a resident, and enjoy working in my local community.

The staff culture and community we work with.

exciting projects, great people

Fantastic diverse community, heritage buildings and unique places, great team of people, highly functioning Elected Member body, community driven and highly values driven Executive team..

CCS is progressive and has a fantastic culture. Prior to working at CCS I had always wanted to work at CCS and now I feel lucky to be employed here.

Living in the area motivates me in my role and doing the best for our community

I am happy where I live. I live close to my work (less than 5 kms).

Colleagues, management, organisational knowledge and location

The potential to strategically lift organisational performance over the next 3-5 years

i love my job and I work with an awesome team!

Excellent learning and growth opportunities, location, passion for local community.

Workplace culture, inclusion, continuous improvement, positive work environment

the people in my team/the friends I've made

Diversity of the city

job satisfaction

Diverse opportunities, budget to do things and autonomy to work from home, support for my contributions

I want to live in the local region and pursue higher education, ideally ending with a role at the same Council but at an even higher level if the opportunity ever arises. I grew up here and don't want to move.

Convenience, culture & opportunities

The system advances at current metro Council and also the peers.

Enjoy my work and my team. In a TL role which is rare in EH. Not keen to move regional (also no relevant or appropriate job opportunities)

Permanent part-time position that is close to home - not easy to find elsewhere

Family commitments

Permanent position and good culture

Enjoy my work, great colleagues, reasonable salary

The role, the people and the organisational culture

City of Charles Sturt is progressive; I have more things to improve and implement; the friendships I have at Charles Sturt.

Good wages and a great Elected Body.

I enjoy working in a progressive council that values their employees. Also allows for their employees to branch out and take on opportunities within the organisation that may not be within their current expertise.

culture, staff satisfaction, good leadership, work life balance

I think I can make impactful change at the Council I currently work for.

Security and familiarity

one is I love my customers, two is I am not far away from home.

Career opportunities - coaching and mentoring Various projects and constant increase in knowledge Flexibility / work life balance

Permanent role which seem rare currently

I have become too comfortable and used to my environment - not sure if there would be a similar position suited to me - also very passionate about my projects - don't really trust anyone else to complete them the way they were intended to be run

The culture is outstanding also is my local council so I am connected to the community

Like the work I do and the people I work with

I'm old

good team culture, nice people in the team, feel supported

The main factor for me is the location and office environment.

Growth in my job. I have already been given ample opportunity to show growth and development in my current role

Wish to remain in the region - have previously worked in other regional and metro councils

Good people, good culture and the opportunity to make a difference and keep learning.

Welfare, flexibility, culture

Location, the people I work with, my role & salary

The group of people currently at the organisation and diversity of my current role.

Supportive organisation and room to grow and develop

Culture of Council, Council vision aligns with personal vision, internal career opportunities and support, great place to work

Great work culture. Close to home, minimal lost time with daily commute.

get a long well with the employees and managers here, can see that upper management cares about staff

The people & the culture.

Interest in the job and the community

Continued engagement with my leader and team in being proactive in our Customer Experience and tasks at hand. The job security and job flexibility has also supported my desire to retain in my position.

the people I work with plays a huge part. And the opportunities for personal growth with my current work

Job, locality, colleagues, security, familiarity with the organisation and how it operates, promise of higher duties

location and the people in my team

I love the area/location and the community, the Mayor and CEO, and the people I work with.

My husband likes Streaky Bay and will never move.

My organisation is very progressive and extremely support of my professional development as well as providing a number of opportunities to experience different positions.

Flexibility to work from anywhere and manage my own time/hours, staff/workplace culture, varied job tasks/challenges

Family. Limited councils nearby, therefore limited opportunity

Locality

Close proximity to home and working with a great team.

Culture is almost No. 1 answer here. Strong team surrounding the outcomes we deliver each and every day.

Office is close to home; Job role on offer; The design of the organisational structure; the great people I work with; the values of the organisation; the natural tourism assets of the area.

Good organisation good pay close to home

We are one of the strongest and performing Councils with a really good culture. No other Council entices me to move

Opportunity to work across different portfolios and learn different skills, however in saying that if there was a suitable position in another metro Council I would consider moving

It's a good career. Community focused and reasonable pay.

Still learning, opportunities to mentor others, team mates.

good organisation to work for, good values, conditions and close to home

I have an amazing team, and I feel support by my leader

love the people, culture in general

Values, people and location.

It is close to home, no beach or river patrols

I have moved around to four Councils in the last 8 years - they have all provided me with invaluable experience and knowledge of how different areas work.

The people

My co-workers are really supportive and the culture is good

I believe my organisation is very forward thinking and empathetic to the world around us - we are leading the way in many aspects. I also enjoy working with all of my co-workers.

Current organization provides me opportunities to practice in my chosen area, with a mixture of Management responsibilities and at the coalface work

Superannuation

progressive council with opportunity to diversify and learn new things

career development

Family and travel

Mostly happy with co-workers and overall organisation structure, the work is stable, and good maternity support.

I like my team and the kind of work we do to help the ageing

The staff, respect and job security.

I live in this council, I love seeing all the work going on.

my council has some of the best conditions and pay

Culture, good team, diversity, exciting projects and executive leadership

I like the people here, and it's close to home.

Support network, direct management and diverse options of projects to be involved in

I have a great team around me - good humans and good support networks go along way to a balanced work life! The work is diverse and engaging, the flexibility is brilliant (ie. regular work from home arrangements) and the pay is better than at other Councils I have worked at.

Nil

Family connections in CBD

People, Job

job stability

My team/colleagues, team leader support, good working conditions, proximity to home

nothing - always looking for opportunities

life convenience - managing family commitments; but also having a fantastic team and feeling happy / content in what my council offers. Moving Regional is not an option in my life at present.

I live in the area and like being able to give back to the community. Our library service is innovative and fun to work for.

I enjoy my work and the community. I live in the community so I have a connection.

Working conditions, knowledge of the local area

Culture, Training and Future Growth Opportunity / Career Paths.

Enjoy my work and environment

I live and work within the same Council so I can service the community in which I live

I have lived in this council area my entire life so I have that knowledge and passion for this council.

Nearing retirement age. Don't want to move

Innovative role.

Reliable working hours and not beholdng to private clients

I enjoy my work, and being with my team

Close to home. Good pay in comparison to other metro councils

Permanency and conditions.

I like the role

Promising opportunities to develop skills and career pathways

Being settled and not wanting to move family and animals to another area.

My personal values resonate well with the corporate values and I enjoy seeing the difference that is being made in the community. The success of that difference is widely celebrated which gives me good sense of value at our organisation

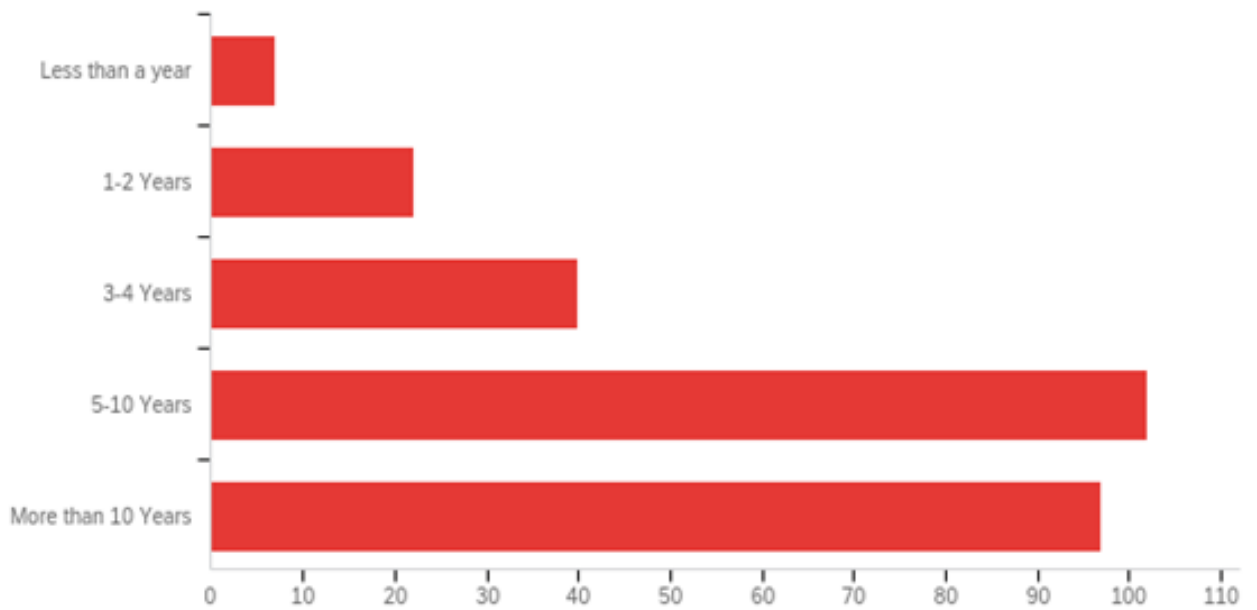
Proximity to home, team members, size of council i.e. greater opportunities for promotion etc

test

\$\$\$

The flexibility it gives me when I have a young family.

9 - How long do you think you will continue to work in Local Government?



| # | Field | Minimum | Maximum | Mean | Std Deviation | Variance | Count |
|---|--|---------|---------|------|---------------|----------|-------|
| 1 | How long do you think you will continue to work in Local Government? | 1.00 | 5.00 | 3.97 | 1.04 | 1.07 | 268 |

| # | Answer | % | Count |
|---|--------------------|--------|-------|
| 1 | Less than a year | 2.61% | 7 |
| 2 | 1-2 Years | 8.21% | 22 |
| 3 | 3-4 Years | 14.93% | 40 |
| 4 | 5-10 Years | 38.06% | 102 |
| 5 | More than 10 Years | 36.19% | 97 |
| | Total | 100% | 268 |

8 - What factors motivate you to continue to work within Local Government?

What factors motivate you to continue to work within Local Government?

Flexibility, work with purpose, culture

It provides a direct service to the community and can provide advocacy with other levels of government to get things done.

Variety of work. Colleagues (some) Elected members (some). Community.

Variety of work, ability to move between Councils, ability to have an impact on the community that you work for.

Same as my previous answer.

being part of the community and improving our community for others

Great training offered and a very supportive management team

I am coming to the end of my Monday to Friday working life

job security and interesting/diverse work

I feel like I am heard

the direct community impact that is seen, measured and has impact

Stability, great work conditions

I work on strategic projects which are going to benefit my children. I love that I can have the opportunity to shape it and be a part of it. I'm very proud to work at council.

Have built my career in this sector. I have permanent role and stability.

Opportunities to advance within

Specific area provides very direct community service and places high priority on area like customer service, social justice and equity.

Job security.

in a prime position to help young people in our community

Interesting work and good employment conditions

Job availability.

I enjoy the legislation that makes our community flourish and that we are not in it to profit, we have a genuine care for those we work to serve.

as above

Making a difference

I have a stable job. I like the challenges.

Great range of work. Capability of people. Ability to have a positive impact.

Diversity and opportunities for experiences and growth, I've already exceeded my initial expectations within LG. My friends and associates made along the way are invaluable and good friendships for life.

Employment conditions are good and it actually pays well. Collaboration in Councils is good (as opposed to competitive in private sector).

I enjoy the role I am currently in and my team I work alongside of.

Opportunities for career progression and growth. The satisfaction of seeing through a project and the positive impact you can have within your local area. Help build a better place for people to live and/or visit.

My skillset has been moulded by the industry and so probably best suits a role in it, but I would always consider a position outside of Local Government if it interested me.

Making a difference

Continuing to be effective in making a difference in people's lives.

lots of opportunity to grow and try new things, job security

The creative planning and delivery with a focus on community outcomes

Ability to influence on ground actions and work to support strategic direction

Leave entitlements, flexible working arrangements with a young family and I genuinely enjoy what I do for work

enjoy the variety of work

diversity, remuneration,

Understanding of role.

Able to make a difference for local community, lots of opportunity to learn new skills and knowledge, decent salary package

The people I have the pleasure to work with are amazing. There is such diversity in Council staff and there are some incredibly talented people doing great things every day. The range of services offered by Councils means that there isn't a day that goes by where I haven't learned something new.

Great people and rewarding work

great working environment and secure employment

Community, Managers, love the job, and enjoy the money.

The same reasons I chose to work in LG.

Availability of library jobs within Local Government vs the private sector.

enjoy providing services to the public

The fact I have a chance to help and grow my local community

The opportunity to work directly for a community and work on bigger scale projects / master planning.

Money

the people, the variety of work, but more importantly, achieving and making a significant difference for the communities in which I live

The difference we make for local communities

all of the above.

diversity

Job security and the ability to further my skills and knowledge within the organisation (there are so many areas to learn within the one organisation)

Working at the coal-face of the community, producing visible and tangible outcomes that benefit residents, workers and visitors to our region.

Security. Working conditions.

Being able to make a change to communities and peoples lives through what we do.
Career progression, income, job security, work life balance

Getting to see action on the ground, lots of great peers

To work towards achieving better outcomes for the benefit of the community.

Broad range of services that Council offer to the community - always something new to learn which keeps it interesting!

Security, good income, annual leave, superannuation

Getting feedback from elderly citizens that we (council teams and programs) are doing a good job and making their lives better, and hearing that the support we offer young people to participate in public life is appreciated.

The people I work with and the role I deliver on. Career pathways will also play an influence.

I like working in a role which leads to improving community wellbeing.

We actually make a difference, we help all our teams and support them to do what they need to do whether they like it or not :)

Continual changing working environment and diverse skills to learn.

The ability to help make a difference in the community, exceptional vision in the Council I am currently with

giving back to the community

As previously stated it is the perfect vehicle to give back to the community and serve the people of the region.

It seems to be a sector that people are willing to stay in long-term - that's promising.

Role is diverse and have developed a sound knowledge of local government. Security of employment

Preference for public sector work. While I'm sure private planning consultants operate ethically and with integrity, I prefer a job where I haven't been engaged by a private person with particular interests and intended outcomes.

The communities and the people. The impact you can have in people's lives is inspiring and amazing.

Being able to make a difference for my community

Working for a great leader in a supportive environment, rewarding and challenging work, vast knowledge of LG services and practices (familiarity), and leave transfers.

There is still work to do to improve efficiency

Ability to make an impact on the community and get things done

A very real sense of giving back, to the community and to the employees.

None right now although I enjoy working with many of the team

Grass roots, community connections, diversity

The stability, the rewarding nature of seeing the difference our work makes in community and opportunities for career development.

as previously stated

the challenge of competing with external organisations that underestimate us

Feeling of satisfaction I get from working for the local community. Also the opportunities to move to different departments and career progression.

Love what I do

Promote a positive culture, and ability to rise or move within the organisation.

Not sure

pay is good. Conditions were good but are deteriorating

Having the direct influence on community outcomes. Better work/life balance than other sectors.

Serving the community

positive culture, being able to contribute to positive outcomes

The great work we do in the community and my team

Making longer terms plans and strategies ((3-10 years), and great pay and conditions

Happy with my current work place and opportunities I have been exposed to

job security

For the most part I enjoy the LG environment, it is a pleasure to assist the community with things they need

The breadth of the business and the many business solutions deployed in order to service the community

Flexibility, less travel time

Purpose, remuneration, opportunity to get work in almost every town/city.

Job satisfaction, lots of diverse ways to learn and chase different career pathways

The people, the Council, the community - it is an amazing ever changing role.

As above, Pay and proximity to home. the possibility of alternate career paths is also a lure.

Growth opportunities and working with people who want to make a difference

Believe in its grass roots democracy and service to community

The benefits of delivering to the community

Job security and flexibility

Better pay than State Govt, have long service leave entitlements now. Interesting projects

As above

The work I do is diverse and interesting - as they say " no two days are ever the same"!!

That you can move between councils and keep your annual and long service leave, professional development opportunities, great work culture

Assist community, make a difference, personal conditions

| |
|--|
| Stability of a job and different opportunities within the council |
| Wages, security of full-time employment |
| Job security, flexibility & Work life balance. |
| Opportunity to progress and learn, good work life balance |
| salary, flexibility, security |
| Job security, salary |
| variety of work, career opportunities/progression |
| Stability |
| EB conditions, people, community focus |
| As above. |
| Working towards better outcomes |
| Job security, leadership development and career pathway opportunities |
| I enjoy my job (mostly) and get satisfaction out of assisting and providing services to customers. |
| Good working relationships. |
| Broad connections and opportunities to grow and learn in many areas |
| My personal development has been well looked after. |
| Work flexibility, public libraries are only found within councils. |
| Stability & Career progression |
| Focus on community and specialty role with job stability |
| Culture of the workplace, colleagues. |
| I still believe we work for the community and still want to pursue that kind of work |
| Job security, fair pay, good working conditions and doing work that matters - helping the community. |
| Attractive benefits, salary and stability |
| I enjoy my work. The small team I work in is very supportive. |
| The role I have, the care that is taken for employees in general |
| Job security, career development, salary |
| personal reward and satisfaction |
| Security of employment. |
| opportunities to advocate for community and work directly with community |
| Great culture, great team environment and work flexibility and support |

Secure and well paying work, feeling of achieving good outcomes for my community

Direct access to community and ability to provide proactive wellness.

enjoy the work and feel like I am making a difference

Love of the job I do.

The community outcomes that we are striving to achieve.

great family atmosphere

Serving the community, seeing a difference at a local level, big impact can be made with our direct connection to community.

Continuing to work for the community

Constant change and improvements which I thrive on

I enjoy my current role and this is not possible in private sector, better salary than private sector, opportunity for growth and development.

Very interesting with constantly moving issues, never a dull moment and great working environment

As above

good culture, good pay and conditions and awesome people

Continue to improve personal skills and help shape the community/potential to make a difference.

Ability to have a positive impact on community.

i find the work interesting

Flexible working arrangements

job satisfaction

as above

The working conditions really are a lot better than what I experienced in the private sector, where I was doing crazy OT for no money or TOIL, couldn't take Mondays or Tuesdays off due to weekly deadlines, would go days on end not even seeing my young children, earning less and receiving tiny (or no) annual pay rises because the boss "couldn't afford it" even though I knew the business was making a lot of money. I was amazed when our staff negotiated a 3.5% pay rise last year, and some others who had recently joined from the private sector also thought that was just unbelievably good. Meanwhile the Council 'lifers' complained 3.5% wasn't enough! I think people at Councils (especially long term) don't know how good they have it.

Knowledge of Local Govt sector. Remuneration

Providing a service to our community.

Enjoy my role and what I do. Working in EH means that there is no real opportunity in other sectors.

Having a permanent part-time position that is close to home

Culture and behaviour are important to me

Permanent position, flexible hours, good pay rate, good to be part of council service

Diversity of work, challenging, enjoy my role, reasonable salary

The organisational culture, the job security and the nature of the role

Strategic drivers!. Great Asset Management practices that aim to deliver cost effective services to our Community and maintain infrastructure fit for purpose.

Rewarding work.

Sense of providing for the community. Plus the ongoing challenges that we face as a sector, will always keep our work challenging and require us to adapt to meet the challenges.

role LG plays in supporting local communities, range of roles, working conditions, employment security

Doing work that contributes to the community, whether it be directly or indirectly.

the people and connections

I feel proud and happy with what I am doing at the moment

Learning and development

Being part of the strong climate change action agenda that LG are showing real leadership in.

Stability, income and flexibility

The opportunities culture and we are paid very well for what we do

pay

good team culture, nice people in the team, feel supported

Expanding my skills, understanding myself better, helping the community and feeling apart of it.

I think seeing a difference in the town is one of the biggest motivators. Because work is done on a much smaller scale than metro councils you have a much bigger input and the results are very rewarding.

The career path and development, colleagues, location, community

The privilege of being able to use my skills to make a positive difference

Making a difference for community

The role I do

Helping the community and receiving positive feedback from works.

They help you to grow and develop and truly want you to succeed

Connected to the community, can make a difference, great work conditions and benefits

Enjoy service delivery to our community. Enjoyed what I am doing.

job security and family first attitude - council understands that people have a life outside of work

Diversity, making a difference and the job satisfaction

broad and new skills required and development of existing skill base

Seeing the outcomes we provide to the community. In addition, we generally have a great crew of people to work with and the flexible working arrangements has supported my desire to continue to work within Local Government.

working conditions, flexibility, permanency, continuing to work for purpose

security, salary, community engagement

The people I work with and the vision of the Council.

I find my role in Local Government to be diverse and rarely boring - so that has kept me motivated to stay for a long time

Diversity, structure and stability

Being able to do meaningful work for the community, my experience and knowledge in the role, opportunities for career progression

Containing challenges, regional council keeps things interesting, wide variety

Enjoy the work

Opportunities for development and management support to further my career. I have previously worked for the state government and my experience couldn't have been more opposite.

Wanting be part of service improvement and change

Eligibility for long service leave. Uniform allowance Health and Wellness program entitlements. After 15 years in Local Government it is most familiar to me.

stability work for greater good

LG is amazing, it offers so much to the Community and is genuinely committed to Community, its refreshing after coming from Private, where they talk the talk but dont walk the walk... its rarely about the customer over profit

Stability, the people I work with, the opportunity to work across different portfolios

I am doing my part to help the community

Knowledge sharing and collaborating with other councils is highly encouraged.

still enjoy providing services to the community

Great work environment

recognition from the team, the ability to apply my innovation skill to the job.

Making a difference, meaningful impact, personal development

The wonderful people I work with, the flexibility and diversity of the role I am in.

The support and career progression that is available.

The conditions

Long service leave provisions. The pay is pretty good.

Seeing the direct impact our work has on the community - particularly in libraries.

The people you work with and opportunities to utilize your skills.

Making a difference

genuine connection with community

career development, WLB options and ability to change areas, flexibility

Pay keeps up with cost of living increases better than private sector

Same as above

I really enjoy my role and the team

Security and pride in what I do.

I enjoy doing something that has a direct impact on my community

making a difference in the community and the conditions and pay

After 7 years building up experience in the sector and have achieved a lot for the environment

Private sector does not appreciate workers over 50, whereas local government has no issue with us older workers.

Diverse opportunities

As above :)

Job security and good pay

Job security, flexibility, work life balance, monetary reasons

Job is great, money is ok. People are great

working for community

Working with the community to support them and contribute positively in our society

stability, salary and the community

(potential for) exploring a range of career opportunities

Opportunity serve and make a difference to the community, stability of employment.

The opportunity to work in Community Development at the grass roots of supporting local people in complex but meaningful ways

Diversity of the work. Can see the outcomes of your work in the community

Career Opportunities

Good life work balance

Public Libraries - are part of local government

It's a great opportunity to work with local government not only the monetary gain, the experience gain.

Diverse, interesting work. Enjoy working with people.

Direct contact with the community.

Reliable working hours and not beholdng to private clients

Wage Increases, Flexibility

Work life balance. Working Mon to Fri 9-5 only.

diversity of work and local problem solving.

Haven't found another job

Stable work

Stability and being able to diversify and also being able to provide assistance and help to ratepayers and achieving goals.

Working towards something that is for a community and not organisational gain

Working conditions, ability to work with a variety of stakeholders and departments, ability to influence community outcomes

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11 - What could Local Government do to attract and retain capable, experienced and qualified staff?

What could Local Government do to attract and retain capable, experienced and qualified staff?

Better career marketing through professional industry networks

Flexibility of working arrangements, cadetships/traineeship

Develop graduate programs across the sector, where they may do the same role with placements at multiple Councils. Work with high schools to highlight the variety of roles within the sector, and encourage careers paths where the whole sector is seeking skill sets, including incentives to study particular qualifications.

Allow more opportunities for innovation and to be able to use skills and experience. I have observed that the advice and experience of highly qualified Local Government employees is not taken seriously and external consultants are sometimes engaged to provide the same or similar advice to be presented to Council. It is frustrating to not be able to use your skills for the best possible outcomes.

better training - whole LG overview on commencement and every couple years.

Have the leave benefits transfer completely from one Council to the next. Have better linkages between management and ground staff.

offer more permanent positions over contracts

Pay evenly with private sector

Lift underperforming / 'life long' staff that do realistically damage the reputation of LG if they have not been managed well.

expand on advertising the great opportunities

in regional areas the pay is not on par with metro. It's very hard to entice talent to the regions because the salaries are not competitive enough. Also roles are not reviewed so therefore promotions are hard to come across.

Maintain pay and conditions with good quality, inspiring leadership

Offer performance based incentives.

promoting a work life balance that is encouraged

I think moving to a more flexible pay system not based on levels. Some employees end up being over-paid for the role they perform and may not be the best person for the job, they still will receive a pay rise regardless of their performance. Then on the opposite side you are not paying people who are qualified and exceptional workers for the work and experience they bring so they will then move on. Being paid on merit will give more opportunity to hire the correct people for the job and stop retaining people who underperform and start retaining and attracting those who do.

Job security, more permanent positions - many contract roles don't attract the right staff

More permanent, less contract roles.

Make people more aware of the diverse work and the outcomes that are achieved. Highlight that you don't need local government experience for all roles, most skills are transferable.

Review incentive, housing, training and professional growth, Uni opportunities that are more industry focused and not burdened with a 3-4 degree where 50% is industry irrelevant. Regional centres struggle with the total lack of EHO, Planner & Surveyors.

Better advertisements the types of roles available. Local Government is not just Roads, Rates and Rubbish.

Hard question. Throwing more money at problems does not necessarily help, local government roles are already well remunerated. Salaries are already above the average compared to other industries. A clear career path is hard to see sometimes due to staff not moving on from roles themselves to help create career paths.

Creating a strong sense of group responsibility around dealing with issues that have strong community interest. Often those in key positions in a Council can get lumped with shouldering the responsibility for these types of issues, and the lure of the private sector where these issues are not a thing, or other levels of government where you are further from them, can become far too inviting.

Better working conditions and competitive wages. Holding staff accountable for poor behaviour vs. promoting.

Do more work in connections with High Schools, Colleges and University's. Run mentoring and educational programs to make connections and showcase LG work.

More \$\$

Easier, faster paths to decision making

Better emphasis on the day to work that you can be involved in and what ability you have to influence the work done. Flexibility and Work/life balance. Career opportunities.

The public have little idea as to what Council actually does, more needs to be done to advertise / market the various roles and career paths available within Council.

Offer greater flexibility in working hours/location to give work/life balance.

housing availability, flexible work arrangements,

Counteract negative publicity, most of the media articles about Councils tend to portray a negative view. (Caleb Bond I'm looking at you)

Salaries more competitive with private sector, better sell the benefits and opportunities for vast experience

Pay more (or / and provide better conditions). Its that simple. Private businesses right now are paying more or offering better working conditions than Councils are able to. Why would construction engineers work on LG minor storm water projects when they can work for state government on larger more attractive projects. Why would a grader operator work for a Council when they get double the wages working half the time (fly in / out) in the mines. Salary classifications and associated salary bands haven't moved with the economy (and have probably been effected by COVID too). Council workers are not as well paid as they used to be and Council leadership are constantly trying to make savings in wages because they know the public is going to have to pay the bill in the end. Many councils leaderships have negotiated such small increases in pay (during bargaining agreements) or start from a position so far away from what's actually needed that many staff no longer have 'good will' to stay or remain faithful to their employer. If you like your staff, pay them fairly or watch the good ones leave.

Somehow loosen up (bearing in mind all of our regulatory requirements. Be flexible in employment options and conditions.

N/A

Employ more trainees

Promote more what we do!

Create more opportunities for growth, training and development (not necessarily hierarchical), mentoring younger or newer staff, ensure that all staff feel engaged and involved in their work/workplace, share and promote job and development opportunities across Local Government to broaden the scope of employees' careers and skills.

have better systems in place and appropriately fund them. LG is a long way behind other service based organisations

Treat them with respect and as people not just a number would be a good start and to listen to their staff members as they are the ones on the ground with the best view of what's happening

Offer more internships to uni students.

Highlight that we are different to state government in a good way

this is difficult when competing industries pay big \$ for similar roles. This is also reflected in larger or metro councils being able to pay more and poaching professional employees from country areas when they are skilled up. People have to enjoy their work, feel valued and be appropriately compensated. I am happy doing what i am doing but realistically, I could go and work for a council in say WA and be earning 70 per cent more than in SA.

We need to promote the diversity what we do better Promote the satisfaction of working alongside communities Career opportunities within LG Promote our employer of choice elements - Diversity and inclusion, flexible work arrangements, great conditions Engage better with Universities and schools to attract school leavers and new graduates

I think the current local government reforms will go a long way to improving the reputation of local government. As an industry, we also need to collectively celebrate and promote the achievements of local government - not just at the local level.

I don't like to say it but salary, some professions that are struggling ie Building Surveying are paid far more privately

Promote the community and what Council is doing for the community to show people what they can be a part of achieving as a Council employee.

Dare to be innovative by offering conditions that are better than the private sector. This is always tricky in a politically-charged environment.

Address imbalances in pay, status and recognition of qualifications for those working in traditionally female work areas (such as Libraries and Community Well-being etc.) compared to traditionally male work areas. ("Gender Gap")

Regional Australia is suffering from a housing and rental crisis. Professionals struggle to find housing and therefor either decline job offers, don't apply, or their term of employment is short lived

improve it's HR process for a start

To work together and develop better marketing to attract people to the benefits of working within Local Government as a career

Better promotion of opportunities and career paths. LG needs to appeal to younger workers and showcase the amazing things that happen in Council - I think the reputation of councils puts people off, however we need fresh, vibrant energy and ideas. More internships and other opportunities for young people to get a foot in the door would be great.

Improve internal current staff management, and remove the stigma of Local Government staff being lazy and unproductive which I see everyday

With a background in film and broadcasting, I don't feel LG is reaching out to young people via the media they interact with enough. While I'm not a huge fan of social media, and think it is having the effect of trivialising important issues and encouraging short attention spans in younger generations, I feel more could be done in various media spaces to promote stories of success which show the things councils actually do for communities, because most people have no idea. Testimonials that illustrate older, active people who contribute significantly and illustrate what they get out of the work, and how their efforts change the lives of those receiving services, from young mothers and children, through to the elderly who are often alone and unsupported. Talking to a young councillor who has political ambitions and wants to impact their community, speaking to school students to tell them about the range of roles and opportunities in the local government sector - in which they could help change their community and their country.

Ensure current staff feel valued, have autonomy within a role and good working conditions (hours, pay, environment, people) - word of mouth will do a lot of the work to attract new staff when current staff are happy

Be prepared to employ less experienced people. We tend to lean toward experience, which immediately rules out a lot of younger people and so once they have started their career in another sector they are less likely to want to make a move into local government.

Value them, offer them meaningful employment and value their input and work. Don't forget they will have experienced things that not all people have and have all that to offer their community. To retain them you need to give them the same attention you give to a Cadet or Trainee or any worker, use their experience to help pass that knowledge on, as ultimately we (Councils) keep repeating history.

Advertise the great work/life balance to potential applicants.

Be more entrepreneurial and visionary, pay better

pay more, introduce salary sacrifice like when working in not-for-profit organisations

Regional areas struggle to attract people due to the distance from capital cities. The difference in pay scales between metro councils and regional councils is significant due to budget constraints. Regional councils need to offer benefits to attract the right people.

Advertise jobs elsewhere! And, although there are different sensitivities at play, sharing the stories of sector employees in a safe way to the public could help build knowledge. Friends and acquaintances who don't know any immediate contacts who have worked in Local Government, when they find out where I work, seem confused about what working in the sector actually involves and always have questions.

LG need to be more dynamic and be seen as such. Still suffer from the rates, roads and rubbish stigma of LG

Maintaining working environments which are comparable and competitive with other sectors. There are well-reasoned governance restrictions which prevent bonuses / gifts etc (and I support this) but there can still be 'employer of choice' attributes in local government with respect to flexible working arrangements, sufficient resourcing so staff aren't overworked etc. I note another attraction to many councils is job security, however this does vary depending on the employment conditions in each workplace.

Improve onboarding program, ensure training and development plan is actively inclusive of all staff levels, support of upskilling. Plan for proper transfer of sector knowledge and experience held by people approaching retirement age to the remaining workforce in a respectful and meaningful manner. This will also ensure that there are succession plans in place to allow for a smooth transition of leadership responsibilities in the future. Have a talent recruitment and retention strategy which includes reducing staff turnover in the first year of employment. Check if the training expenditure or onboarding is linked to staff turnover. Review the span of control as leaders may have to many staff. Consider flexible employment model by building a database of contract/casual workers to supplement the core workforce from veteran employees and younger generation alumni leavers.

Clear pathways for career progression including mentoring and secondment opportunities, genuinely impartial recruitment, genuine commitments to diversity and inclusion, collaboration with private organisations as well as state and federal agencies, a clear and complete onboarding and induction process, ensuring a minimum level of capability for leadership that emphasizes people skills.

Develop leaders who know how to lead to bring the best out of the people they are supposed to be leading

For me the issue I am finding is how inefficient it is and not feeling like I am able to work to my ability. On the plus side my work is very flexible which for many is very attractive.

Marketing drive. Awareness campaign as to what LG does.

Reduce the bureaucracy, stop stifling innovation through being so risk averse, clean house of staff that are no longer contributing in a positive way.

Council needs to be made more attractive, we have a negative view portrayed by the media, we need to sell what we do more. The negativity often portrayed in communities of Council's doesn't make it an attractive prospect, often it is a bias that is obtained through our younger years from our parents. Awareness - in the work in the schools I have done many of the students aren't even aware of the range of jobs available in Local Government. School Careers Expos - there is a great opportunity for the LGA to have a presence at the annual school careers expo, EOI to be sent out for representatives of Regional, Remote and Metro Council staff to be present to share real experiences - target jobs that are hard to recruit in e.g. Planners, Civil Works Managers. Uni Pathways - similar

to above, what is the awareness of students that many university courses are pathways into Local Government and the jobs available

Need to start partnering with schools / Tafe / Uni to show young people the pathways available to them in local government. Unfortunately our wages are unable to compete with private sector so promoting the other benefits would go a long way (i.e. no forced redundancies, opportunity for work life balance / working flexibly, studying / training opportunities etc.)

Get a better reputation amongst the community

create better relationships with Murdoch Press and contrast our pay and conditions with externals for first starters

Maybe improve marketing campaigns about a career in LG, targeting to certain age demographics, and promoting the wide variety of opportunity and career development of offer within LG. Previously I didn't think I was someone who could work for LG unless I had a wealth of experience in the sector already.

Publicise pay and conditions better. Have more positive discrimination practices in place including intersectional First Nations/Disability/ LGBTIQ Action Plans

Offer training opportunities, flexible work arrangements and opportunities within the organisation or partner organisations.

Have clearly defined career progression, flexible working arrangements, competitive pay, opportunities to work outside of your key role.

Maintain the good conditions and pay

Partner with tertiary education facilities to offer internship/ graduate opportunities. Opportunities to work across Councils to gain experience in other areas

Be quicker!! Take too long to offer positions. In flexibility to meet salary expectations and stray from pay scales - encourage more negotiated salaries rather than pay for years of service over paying for obtaining or keeping quality talent

offer more competitive remuneration / improve elected member interface with staff / not facilitate serial complainants (squeaky wheels)

Attend career expo's, provide them for school leavers, advertise roles and career paths available. Not just job vacancies. Offer professional development that doesn't just relate to management training and development. Not all staff want to be Team Leaders or Managers, however wish to further develop skills within their field of expertise and learn from external organisations as well as the private sector.

Work on career pathways, and development opportunities. Foster a culture evidence-based decision making where the advice of professionals is taken and carried through to elected members.

Standardized maternity/ paternity leave across the entire LGA, there are substantial differences, depending on which Council you work for. Wage increase - don't get me wrong, we get paid well, but people at the top of their game in the private sector, naturally get paid better and perhaps Council isn't able to compete

Break down the silo mentality within departments. Recognise those with Doctorates

We need to be better at adapting to change, not one size fits all. Work life balance, WFH opportunities, manage the burnout - more and more people I talk with across the industry are fed up and burnt out. Not enough resources, little flexibility and a focus on the wrong things

Expose people to the diversity that is local government and the working conditions.

be more flexible, better promote themselves in the media

No requirement for past LG experience in ads and PD's. More work experience and graduate programs. WFH options.

Recognise and encourage employees who wish to improve themselves

I think an explanation of the experience of local government. Having good press rather than bad press all the time. There are no people leaning on shovels - everyone works bloody hard! I also think showing the way teams interact with each other - the full experience¹

take genuine steps towards addressing culture issues. ensure adequate training and mentoring is supplied.

Look after the current staff and learn about their strengths, skills and passions. Recognise their efforts and achievements and trust they can do the job they were hired for. Promote a healthy workplace and encourage innovation. Act and promote the values instead of them just being empty words. Happy staff brag about where they work and that would attract outsiders.

Flexibility to offer higher wages for high performers or positions where market rates are escalating above the salary bandwidth for the position.

More diverse elected body and workforce

Tough one!! We need to get competitive with the salary being offered.. or learning how to better sell the work life balance that working in LG offers

Promote opportunities and ease of access to the industry

Offer of pay above average salary, empower people to make decisions, manage Councillors involvement in operational matters

Better pay and packaged attractions such as private use of vehicles. I can get paid 30% more in private sector with a car and much less stress.

There is a perception the jobs are filled from the inside and that it is very hard to get a foot in the door. In rural areas you will see positions filled with family members and those known to existing staff - this nepotistic/cronyistic needs to stop (this is also a barrier to promotion). For those not from within this can be quite daunting and can also lead to people leaving as the best person for the job is not employed - it is the "captains pick".

Caring about career progression, for those who desire it

Ensure training for management in people skills and modern management styles, promote the benefits (ie. flexi time, ability to pay rates out of salary, income protection insurance, development pathways).

Find way to make your process to work more efficient. Showcase that the local government is capable of providing great services and don't just ignore the parts that don't work well. Better salaries, alongside providing more FTE (0.4/0.5 isn't great) would also help.

Give opportunities to staff to work in different business areas e.g. Development Team to Governance and to provide training to do this.

Salaries comparable with industry (currently not aligned in some areas of infrastructure management & delivery). Develop and enhance our flexible work arrangements (9 day or 8 day fortnights, working from home etc) and promote these when recruiting. Post Covid people seem a lot more focused achieving work life balance.

Create a better reputation as an employer by being a good employer!

maintain salary and offer permanency. deal with Elected Member issues more effectively. encourage people to be creative

Be more open minded when employing new staff from other industries

No sure!

Higher salaries in specialist positions. We are no longer competitive in this space

Advertise positions to graduate students through universities.

Better salaries. Emphasis on service. Being ambitious rather than conservative in their strategies. Cleaning out the "dead wood" employees to allow others to thrive and bringing in fresh ideas.

Not exclude experienced and qualified staff because of their vaccination status and health choices. Offer flexible work arrangements (WFH, option to reduce to Part Time hours etc) and support work life-balance (health and family commitments etc).

Honestly, create more job opportunities, including entry level permanent positions. Currently most entry level positions are contracts, so you get a staff member who's great, get them fully trained and then the contract ends so someone else benefits from all of the work that you've done.

work expos?

Taking care of people, great opportunities for employees' development.

Improve the image of local government, increase female leadership at senior levels, competitive salaries.

Reward and recognition... less stringent on spending for team building activities, gifts etc

Provide further growth avenues and promote various job roles available within Local Government

Secure, well paid jobs. In my area, the satisfaction comes from the work itself and community building that occurs. Most people leave for better opportunities/higher financial rewards.

Value them. Recognise their commitment and value to the organisation

Better career promotion to high schools and Universities. Educate/promote to Career Guidance Counsellors. More GAP year program opportunities. More work experience placement opportunities. Tap into social media to promote career pathways and opportunities.

Promote to younger demographic - this isn't done very well in my opinion

I understand that in the private sector some staff may receive more money.

Give consideration to age and experience, mentoring.

better pay improve WHS

Better promote what it does in terms of diverse functions

Cut down the ridiculous amounts of paperwork!!

improve pay

Speak at university lectures, have a stall at career fairs, start a campaign on social media with real LG employees sharing their experiences

Provide on the job training and qualifications

Comparable salaries to other Councils, eg moving from PAE to Charles Sturt is a loss of approx \$5k

Make sure that opportunities for growth and advancement are actively encouraged. Make use of the exponential experience that (especially long term) staff have.

Retain and expand good terms and conditions through Enterprise Bargaining.

Ensure adequate resourcing in department areas to reduce work overload and burnout

Local Gov tends to be understaffed, meaning that those that do good work just get more work to do. This leads to staff being burnt out and leaving.

Promote what we do... explain the grass roots nature of the work, explain the highly complex and diverse opportunities in Local Government.

better advertisement for the perks of LG, its difficult to be competitive with pay VS private sector in some cases but more creativity with advertising other perks as working flexi etc

Some roles have no room for growth so we Lose a lot of great staff As they before stuck in lower Management roles so move on to experience better management capabilities as turnover in these roles is minimal.

Pay parity across regional Councils, support and value their staff, offer opportunities for growth and development

Need to have a look at the MOA Awards to attract and retain qualified persons

Look to places other than local government and appeal to their values and the ability to make a difference at the local level. Also sell the benefits of generous pay, flexible working arrangements etc

make sure they pay appropriate to the level of work, keep a great culture and recognise great work by promoting staff where they can

Maintain competitive salary, promote enjoyable workplace, reward excellence.

Training of staff, attracting staff to work in LG and keep good staff. Promotion professional development and valuing staff.

more leaders need to listen to the staff member and actually action the feedback staff members are giving

Improved induction/training/onboarding including orientation of place in organisation

try to rid itself of the reputation that local government doesn't employ outsiders
improved performance management of staff innovate more

Value them and their knowledge, give them more autonomy, give them a true vision to work towards, also PLEASE think about the type of leaders you have and if they are not performing, remember that the people under them are also then unable to perform to their fullest potential too. Be Brave and move them on.

Promote the benefits - staff are well looked after with pay and conditions (WFH/flexi-time etc). Also in some cases Councils might just have to offer more money, for instance we can't attract mechanics because they can earn way more in the mines.

Raise public awareness to the diversity of roles within LG, introduce worthwhile reward and recognition initiatives, work on culture within LG to become an employer of choice.

Pay based on performance (eg bonuses.), being able to terminate staff who aren't performing or don't align with culture (rather than having to deal with a lot of bureaucracy), more incentives like paid study or conferences, more flexibility or ability to make decisions (without having to go to exec).

Bonus incentives based on your performance - opportunities to progress up pay scales through hard work rather than it being tied to the position you are in would ensure you

feel more valued and motivated by being rewarded for your work. Also having strong leadership to motivate and value staff is important.

Coming from a previous career in finance and banking there is a huge benefit in having one EB, software system, policies and procedures which avoids so much repetition. All the major banks have these in place across the country, not just at state level.

Flexibility in hours, competitive rates of pay, recognise varied experience (including parenting, arts, small business management skills)

Incentives/rewards, value and acknowledgement of staff

Stronger employee value proposition - we understand that local government aren't generally the most competitive with salary, but some thought put into what other reward / benefit scheme could be made available to local government employees? eg. discounted private health insurance, or childcare subsidies, or something like the Local Government Health Plan in Victoria: <https://choosewellhealthlink.com.au/corporate-lge/>

Promote and implement trainee-ship programs for those industries lacking. e.g. trades that were popular 15 years ago, we now find difficulty in sourcing staff.

Advocate for competitive salaries compared to other industries and sell the message of flexible working conditions.

Promote the career paths within the sector and the variety of the opportunities that are available. Also belonging to a sector that cares for the community and the environment.

better promotion of the range of work we do and how we influence our communities.

Promotion of working conditions, culture, staff satisfaction, promote internally where possible

Have good organisational culture, organisational change implementation, and don't let the old traditions of Council "that's how we've always done it" prevent people from progressing, learning, and change how things are done while they work there. Enable the existing staff to encourage the fact that they have an experienced and qualified employee that they can learn from, rather than existing staff not engaging with that individual because they treat them as competition.

Permanent work, pay

experience

Workplace flexibility Review benefit packages (not just monetary, include mental health plans, focus on health)

Promote the range of career, career development and project opportunities within Local Government. Value socially/environmentally/financially progressive outcomes within the sector - promote this value widely to attract like-minded professionals Consider graduate programs like State Government offer. Consider peer to peer work opportunities between councils both metro and regional - promotes agility within the workforce, staff add value to and receive value from different organisations, offers new challenges while having security of stable employment, truly value and plan for diverse workforce Provide stable employment and attractive remuneration.

Provide more opportunity and challenge our SME staff - good staff are getting bored - there is sometimes too little rope for them to be challenged and grow

They tend to favour those with "Local Govt Experience" cast a wider net and attract more people with commercial backgrounds

Better conditions and better pay

pay

flexible working environment attractive wage training course

Be more in touch with staff needs by checking in with them, having genuine 1 on 1 catch ups with staff members. Ensuring practices of good work-life balance. Encouraging staff to do more things for mental and physical health inside of the work place. Like daily walks or sitting in the sunshine. Supporting staff in their career paths and giving them the more opportunity to move into other roles within Local Government.

Training, study assistance in different fields, greater financial benefits

Provide a better work life balance, and workplace resources

Promote the variety of opportunities. Since COVID-19 people have changed their priorities about how they work. Local Government provides good opportunities to make a difference and provide meaningful work opportunities.

Far less red tape and barriers to change, attitudes of some people in the sector, willingness to innovate and adapt

Offer competitive salaries with a path for advancement.

Ensuring there is adequate resourcing and staffing within the organisation. Better communication throughout.

Advertise more and make people know the good work we do

Local Government need to remove the barriers of requiring staff to have XX years of experience, or specific qualification (unless legislated). We are preventing people with transferable skills from applying as we set the mandatory requirements too high. We need to consider how do we attract staff from high school/university as a career pathway and offer opportunities through traineeships etc. Whilst in some roles, there is greater pay in the private sector more promotion needs to occur about the benefits of working in local government including the personal rewards of making a difference.

Give locals first opportunity for employment, as they live, spend and engage in the local community. Flexible working hours.

keep doing what they are doing - people are starting to realize the benefits of being in local government

I think resource sharing, amalgamation & more support with higher studies (eg paying for uni fees if staff commit to stay) could help to retain staff. One challenge is that at times it seems people "fail up" and we don't necessarily deal with poor performance which can be frustrating. To attract staff, we need to promote what we can offer if we can't offer competitive pay.

career paths and unity in workforce

Continued focus and engagement with staff at all levels including further structured personal development conversations and opportunities for continued team building.

Higher promotion of personal development opportunities when recruiting, and then also promoting that internally to those currently employed. Making sure opportunities are available to everyone in the organisation

improve culture, professional development, promotion, trust, encourage secondments or cross organisational partnerships

Pay higher salaries or somehow have salary sacrifice living (\$15k) and entertainment expenses(\$2k) like not-for-profit organisations do

Pay more money.

Increased Remuneration.

While each Council and Local Government Organisation is unique to its self and there are customers, there needs to be a consistent framework for employees as well as training and development opportunities and some of the Councils that are stagnant become more progressive.

Advertise the work-life balance benefits, increase salaries, provide challenges and opportunities without overloading staff time-wise, offer a 4-day working week.

Promote local government in a state campaign. Retention is a challenge if poor culture and management. Graduate programs subsidised for the regional councils as possible training grounds

Appropriate feedback

Have more pathways that support internal growth, instead of stopping at a certain level. Incorporate other incentives which would aid to compete with private sector salaries.

It's a difficult question with a complex answer. I'm not motivated by money however I see the salary packages are not what is offered in private enterprise so the value add must be employee of choice. Promotion of good culture, challenges to improve services addressed, increased training and development budget and support and perhaps finally build upon emulating successful business models encouraging change versus the thinking of local government 'that's the way its always been' ... the world has shown globally we can adapt, so should LGA and not resist change with so much difficulty.

More opportunity for sabbatical leave, secondments and shared services arrangements- Provide more traineeships and/or career mentors. Consider roles that are suitable to be offered for maximum 40 hours per fortnight to meet the restrictions listed on some temporary visa holder's conditions (e.g. student visa) to attract a more diverse range of candidates. Greater focus on working with disability employment providers and/or accommodating people living with disability to undertake roles that they are qualified and/or experienced to undertake. Better training for people who become managers in local government, to ensure they are optimizing the experience of staff that work for them in a way that is enjoyable to all. Retention of staff requires recruitment process which consider team fit, not just ability to do the job. Individual councils or LGPro or LGASA could invest more in recognition of service. Councils could offer free career counselling to employees in much the same way that many offer a free Employee Assistance Program. Local Government Ambassadors can reach out to school career counsellors to provide information on the range of jobs available to school leavers and the many career pathways in the local council/ information packages can be provided. Social media "games" or pop quiz for school leavers- 'which Council-worker are you?' A series of questions: 1) do you like working indoors, outdoors or a combination? 2) Do you prefer to work with people, numbers, words or animals... etc- questions which ultimately narrow down their interests to suggest which job with council might suit them best.

Speak at industry events (non government) 'road show' with universities spruik Local Government at industry conferences

Provide opportunity, utilise skills and knowledge, be creative and not hierarchical

Providing a workplace that actually listening to staff and implements change. There's always lots of talk but no action. More support to staff regarding mental health issues and more wellbeing programs.

I think promote the career diversity and opportunity more

Recognition of technical staff members and their values when major system reviews are undertaken. Staff service years acknowledged prior to 25 years.

more promotion of how LG services community, opportunities LG offers for career development and continue to look at improving conditions so comparable to private industry and other levels of Government.

Career program, work with universities to attract fresh blood.

We have good values but we need to act on them more, be ambitious and lead...We need better IT systems and facilities in our workplaces. Fundamentals like decent, secure bike parking.

Advertise themselves - I had no idea what went on it councils before I began working here. Councils are still seen by so many as money takers and bin collectors

Offer and promote career development. Be open minded and less restrictive to keep people from the public sector longer.

Keep the work life balance, review remuneration compared with private industry or state gov etc, reward and recognition, incentives

Less red tape and bureaucracy because it makes it difficult for people to do their jobs. I've also worked in councils where staff expertise was undermined by Elected Members and a lot of staff ended up leaving as a result. More permanent roles and less contract roles will definitely help retain staff.

I think employing people from a range of backgrounds (professions, cultures, etc.) is only going to increase the organisations success. If people need x amount of experience/volunteer work in certain areas, it may deter them from applying for positions or seeing all the positives in local government.

Pathways to promotion and succession planning.

Take better care of staff

ensure healthy turnover

WLB options are a huge factor to be considered now when looking at employment and career progression

More education on how Local Government contributes to everyone's day to day living. Therefore if you work for Local Government you are and can see your contributions

being open about the endless possibilities to strengthen your work and to discover other opportunities available

More promotional opportunities.

There are not a lot of employee benefits, we can't compete with private wages, so we need to improve employee benefits e.g. 9 day fortnights, WFH, gym/health memberships, reward and recognition programs

Pay them well, keep good conditions, professional development

Offer longer employment contracts / make more permanent positions available. Offer more competitive remuneration in some cases. Introduce the jobs as highly valuable for those wanting to make a difference in the community and in individual lives. Have a zero tolerance policy for staff exhibiting behaviors outside of the organisations values (even if they are long term, permanent staff).

Have a better implemented initial training program and an honest and accurate evaluation after probation period.

Better remuneration, continued training/development, and provision of more capacity within teams to help deliver work so staff are not overwhelmed and burnt out.

1. pay more - it's a reality because private pays more, not saying you have to increase pay ridiculous amount but reasonable increase to retain or you risk of losing them 2. remove

middle management and let good quality staff take ownership and report to manager - it will also get rid of some red-tape in the organisation 3. look after your staff as their family member - do not treat them badly or bombarding them with work

Move away from 1-2 year contracts and offer longer term positions. The short term nature of LGA contracts dissuades a lot of talented people as we need long term security to service home mortgages.

promote opportunities for middle age (40-50) employees.

I think LG has a reputation for being slow/dull/inefficient/a haven for people who perhaps should have retired a while ago! The sector needs some good PR around the exciting work that's happening and the diverse career opportunities on offer.

Set realistic workload expectations and/or pay appropriately ie have positions reviewed externally as to their classification. The governance around everyone's roles takes time to administer and this is not accounted for in timeframe deliverables. The private sector / not for profit sector doesn't have this burden and can achieve a lot more because of it.

Recognize skill and acquired knowledge and value staff more when they have gained that knowledge while employed by Council. Too many people are just let go and with them their knowledge and 'in house' experience. Staff aren't valued enough in Local Government.

If they were aware of the many benefits that come with working in local government

Reward, Bonuses, Flexibility, check on their health and wellbeing, removing red-tape, be a leader and lead them from front instead of being Bossy, educating residents and community that staff is here to work for them not against them

Getting the message out about the significant variety of work available. Lots of average peeps out there still relate Local Govt to rates, rubbish and roads without realizing the vast array of other career options available - marketing, IT management, library work (has another vast array), planning, community engagement, etc.

open up more opportunities

provide opportunities (defined pathways) for gaining experience in different areas and career development within council

Pay rate, working conditions, show that you care about the community we serve as well as the employees

More flexible professional development opportunities, recognition when a job is done well, reduce red tap so make it easier to do a good job rather than harder and acknowledge and recognize the important role Community Development plays in council

Better marketing of the benefits of working in local government, the diversity of work available, opportunities to advance a career within Local Government

Promote the Outstanding Conditions and Career Opportunities.

Attracting could be done with some better public awareness through advertising and promotion. Retention is ensuring greater pathways to promotion and work opportunities.

Improve the reputation and working relationships within different teams

Continue to advertise to Year 12 graduates.

Have career pathways. More secondments between councils to allow career development

Better salary sacrificing.

Adequate resourcing, flexible work arrangements, varied work and activities outside the day to day mundane

Offer more courses to ensure you are getting educated people in the right fields, along with give and empower staff (HR) to remove/relocate problematic staff to ensure good staff stay

Good management and leadership! Decent pay. Less red tape and politics

Expand on trainee program and make kids understand what LG does in school and diff options

Use people's skills

Promote different positions within Council, showing options to train and move up in different areas. Also the pay rates, they should be published to promote how well Council pays compared to other standard jobs.

Being more flexible with working arrangements, i.e. being able to work from home when not a COVID situation.

Encourage and promote the different learning and development opportunities provided within local government for career progression

Support and fund professional development, promote better working conditions than private sector etc

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Boost awareness of the benefits of working in the sector.

12 - Any other comments, suggestions or ideas you would like to share?

Any other comments, suggestions or ideas you would like to share?

Workloads are often unrealistic. I have seen many great staff leave because they were doing multiple roles and therefore not able to do quality work because they were stretched too thin and not getting supported by management.

It's a good crowd to get into.

Many EBs in LG support long tenure and very strong entitlements, this attracts many people for the wrong reasons, and this isn't always seen in recruitment. However with so many 'no redundancy' clauses, it's hampers the organisations significantly to change, pivot, etc. Absolutely love the idea of a branded campaign to attract people to LG - oozing with passion, celebrations, connection, projects, infrastructure, wellbeing, etc - so much goodness to attract top quality staff! THANKS TO YOU ALL FOR CONSULTING THE INDUSTRY AND ALL THE BEST WITH THE PROJECT!

I truly love working in the sector. It's a beast and once you are across it is hard to leave. I am so proud to work for the community I live in and in my experience many regional LG workers feel the same. That's why I think regional councils are viewed differently to metro, we are the community working for the community whereas the metro councils can seem a bit faceless. Also in small towns everyone knows everyone so that is also going to have an impact!

Somehow need to counter the negative, stereotyped media coverage which seems to ignore the inspired work being done by talented people.

If you want to attract the right employees you need to change the old fashioned pay structure and start promoting the good things about Council like being close to community, interesting industry and hire more people from outside council instead of

having employees just move from one council to another because it can stagnate your employee experience pool

Its very much a tight market and people now want real flexibility to work at home along with incentives whether or not these incentives were common in the past, now management must think outside the square as if you don't attract the workers you just wont get the employees and this will detract from an organisations operational ability.

Better collaborations with educational institutions (including schools, uni and tafe).

In some Councils staff come into a role and stay there for many years, sometimes until retirement. This causes a sense of ownership over the role and the way things should be done. It also blocks the succession tree for anyone wanting to improve themselves and move up in their chosen profession/career path. If you can't see a way forward, people get frustrated, feel like they are not being heard and leave.

There is a complete lack of educational opportunities within Cert 2-4 with local government content. Engaging with TAFE would be helpful.

no

No.

There are two issues I see that cause problems with attracting and retaining staff at Councils: Community - they pay the bill, Councils need to work on ways to convince them that the people with the right skills to improve the city, are going to cost money. Firstly to attract them, and second to keep them trained and moving forwards. Leadership - Elected Members and CEO's are under increasing pressures to maintain financial sustainability. (its been the top risk in Councils across Australia for the last few years). While supply chains are currently under stress and costs of materials are increasing, councils leadership are not in an ideal position to increase wages for their staff without pushing that burden back on to rate payers.

Good luck with your project

N/A

N/A

Allowing the staff to try at different roles and to multi skill were possible

Governance should not be linked in with customer services

Not really but I wish you well with the project and look forward to the output.

Good luck with your project. I look forward to hearing/reading about the outcomes. I'm sure it'll be terrific.

we dont see LGA in uni's much anymore - we need to build and retain. the culture of restructures also keeps people away

To encourage good staff in local government keep up the good wages, do not micro manage staff, promote trust and leaders to look after staff below them not just look up to exec and management.

Show, show and show - rather than tell. Tackle negative media reports where we have stupid councils tearing down kids' cubby-houses they've built on public land (and all because of dumb safety concerns) to see councillors talking to kids about their needs and responding to them to show great projects that have resulted. Have multiple examples of the things that councils are getting right in their communities with consultation and direct community input, stuff like community gardens or footpath verges for greening (more please) skate parks or special features for young people in public open space projects,

active transport or greening projects with public schools, anywhere councils have opportunity to actively work with and seek ideas from young people and ALL age groups - anything that promotes healthier living, social connection, better environments, local arts, culture and business.

Very pleased to see this survey being conducted :)

Great topic to research. I look forward to seeing the results disseminated by LG Professionals SA.

If the stories are true and the workers of the world decide they would like to move to the country to live, make connectivity and telecommunications a priority in rural areas so that our Doctors and our Community can be more connected. Its one area that is talked about, but unless you live in an area where you have to stand alongside a fence line to get connectivity you have no idea ! Its life changing.

Help communities understand the difference between law, regulations and what Councils can effectively deliver. Councils could better build their brand so they develop a cohort of supporters and amazing relationships.

Across the planning industry in the last year or so, there appears to have been a general shift of employees from government roles into the private planning sector. I think this is due to higher wages elsewhere and burnout (particularly in development assessment roles where workloads can feel overwhelming and unrewarding). Added to this, Councils were typically a big supporter of planning student work placements which often led to short or longer term employment opportunities. However with the discontinuation of the undergrad planning course we haven't had the same influx of students.

Australia appears to be on the precipice of its own 'Great Resignation', with many commentators anticipating a surge in employees changing jobs, similar to trends observed in the US during 2021. Also a wide range of commentators suggest that emerging generations will have up to 20 different roles across five separate careers in their working life. And while these individuals may like their role and the team they work with, this may not be enough to offset the urge to pursue different and diverse experiences. As younger generations become a greater proportion of the workforce, we will need to plan for their people to stay in a role for two or three years before moving on. Adding to the baby boomers (1943-66) staff who are now approaching retirement and will also account for a big reduction in the workforce in the next 10 years.

I think there's a lot to be said about good leadership. Great leaders have the ability to attract, retain and naturally motivate great staff, poor leaders do the opposite. Best of luck with your project!

Local Government needs to be non political and serve/or lead the people in the community regardless of who they are

I think being government vs private sector there are some obvious challenges we find ourselves experiencing around recognition and reward. Council Member behaviour impacts staffing.

No

be way more flexible with all sorts of conditions

LG work is not really understood by community who do not actively engage with it

Good luck.

There is so much potential for this to be a great source of employment and provide an excellent employment experience. unfortunately this is not seriously considered or addressed.

I am a great believer in local government. However, in the 10+ years I have been working elsewhere I have observed a decline in elected member conduct which I believe undermines local government as an employer of choice

Local government competes in a tight labour market but is not attractive for the people who dislike dealing with public and for people wanting a 150k plus salary. We need to be realistic that local government jobs can be stressful especially when dealing with public in areas like planning, community facilities and rates etc. we need to take steps to show we understand this and stand by staff on frontline. A bit like ambulance crews and the recent focus on stress they operate under. Local government frontline workers face abuse on a daily basis. You cannot sugarcoat that. We need to change this.

I love working for local government, but being rural there is a barrier to training as this is very city centric and to stay in the city for training is cost prohibitive for some so it would be great if there was some rural training options available.

Think of ways to better the organization and your services to the community, don't just be complacent. Hire do-ers, not people who just cruise along doing bare minimum.

Good luck with your final project!!

All the best with your research!

N/A

At a time of high inflation and low unemployment, treating employees with respect is key to retention. This is partly, but not only, related to pay but also conditions, connection and perceived worth.

No. :-)

My role is permanent and I have job security which is a financial incentive to remain in Local Government.

Less restrictive employment terms and arrangements

No

Somehow remove the stigma that Local Government is not progressive and innovative.

no

Good luck!

LG is a great place to work. I think more advertisement in schools and offering of school based traineeships / apprentice would assist growing their own. A

Thanks for the opportunity to share.

No thanks

No

nil

LG can be a great place to build your career, if the right support and encouragement are there.

Just to reiterate that Local Government might not seem attractive to school leavers - little Timmy isn't going home telling his mum he wants to work in a Council Records office. But after being out in the private sector, getting absolutely drained so that your boss can get richer, Local Government starts looking reallllll nice. And having made the switch I can confirm it's far better. Only real high flyers in the private corporate world who earn big

bucks (or the bosses) would be better off where they are. For anyone else being overworked and underpaid I'd recommend a move to Local Government any day.

With the world changing the public sector is looking more and more attractive. And because things like parental leave are changing and pay isn't that great in comparison, I believe that local government have a lot to do to keep up with private sector. Local government are going to continue to lose great staff if they cannot compete financially with the private sector (eg salaries and wages). Also if local government continue to hold onto stale employees (because they cant get rid of them) they will lose the good staff to private sector. Rate capping is a scary thought....

Thanks for the opportunity to provide feedback.

Secondment opportunities or transfer of positions/skills to other councils - closer to home locations, for example - could be a good way to experience other Local Governments (and perhaps better compare and understand your own LG's culture)

Think outside the box when it comes employee reward - how can LG partner with other organisations to strengthen its EVP?

Reignite Local Government Trainee-ships. Cross Council Collaboration where there is benefit to the Community.

Would be great if Local Government could promote itself with school leavers and provide pathways for young people into local government.

No.

I have working in a few library, I think is good to sharing around to see and feel the difference of customers and the environment.

We are doing more cross council initiatives - would be great to see 3, 6 or 12 month like for like swaps to give the variety, share the experience and knowledge - back fill roles from other councils to information share, help to standardise processes and look for improvement initiatives

It would be great if they advertised the opportunity pathways more widely internally and externally and/or set up mentor-ship programs with in the council

more pay

None.

Provide leadership and mangement programs

Local Government has always been described as the layer of government that is closest to the people...and this remains true.

Opportunities for salary sacrifice should be greater.

Strong and empowered leaders with clear vision for the area.

Offer training and development to employees - it seems to be non existent at my council

Rural Local Governments (especially our Council) - has been a "stepping stone" for Senior Management positions, which has resulted in a lot of changeover in Senior Staff - which has been to our detriment.

I feel that local government provides lots of opportunities for acting roles, training, conferences, etc, however it is not often that there is enough time to participate, particularly for part-time staff.

Hi Jessica, Kath, Kristy, Phil, Ranveer, Sheryn and Tim, Thank you for the opportunity to complete your survey. Best of luck with analysing the survey results- and solving this

complex issue. I look forward to seeing the ideas that you come up with. Kind Regards,
Rebecca Perkin DC Grant

The working environment has changed significantly over the years (i.e. working from home) and this has had a big impact on mental health. I do not feel we are addressing this issue effectively.

Nil

Good luck with the project :)

Councils have a lot to offer anybody looking for a career but they need to sell themselves. Even the staff in a council have no idea what others in their council do.

I think LG has a key mentoring role to play supporting graduates and others to apply and test their theoretical skills and gain experience in real world situations, in a 'supervised' environment under the guidance of experienced practitioners.

Council need to look at keeping and retaining the current qualified staff who want to advance and are studying or have studied previously into Team Leader Role, not mold someone for a role they know is coming up in the future and ignoring candidates they are just as qualified.

Strong leadership that is willing to accelerate and invest in action on climate adaptation, mitigation and biodiversity enhancement /protection.

Not specifically!

Believe there still is some discrimination with the older workforce, not given enough support re new technology, consistent updates etc.

I have been quite proactive about speaking to people in various areas of Council to gain knowledge and inform possible career direction. it's easy enough to make sideways steps but if you want to progress and rise in the organisation, particularly in different areas it does feel a bit stifling. (feeling of being pigeon holed). In my experience, lack of confidence that efforts and ambitions will be supported ultimately will lead to seeking opportunities elsewhere.

Once a Council acquires talented individuals they should work with them on career paths and opportunities or they risk staff leaving.

What councils still do not do as well as they should is identify the extent of their work within the community. They are so much more than Rates,Roads and Rubbish but this is not particularly well promoted or educated provided.

no

I think because of COVID people do not want to work 5 days a week anymore (but they probably didn't want to before that anyway) - so maybe offering more permanent part-time work where at least staff would show up rather than having days off every week because they want a 4 day week!!

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10 - What would prompt you to leave Local Government?

What would prompt you to leave Local Government?

Only an unbeatable job opportunity

Retirement

Private consultancy opportunities

An outstanding opportunity that matched my skill set

A change in direction by our leadership. For example, if managing land for conservation outcomes is no longer considered as part of our role.

workplace environment / culture

Money and lots of it. I am happy here.

nothing

Winning the lotto

Another job offer / opportunity outside that excited me more than my current role - something that supported travel abroad

poor leadership

Poor leadership.

Ready to do something new, and at a life stage able to take risk or make a change.

Impending retirement

Change to role

burn out

Exciting career opportunity for an interesting company or industry

A job of interest.

Better pay

unsure

If another job comes up that is appealing. Higher pay. Diversity of work options.

If I was unhappy within my workplace. If I felt that I needed a change.

Other opportunities that will connect me with the outcome of my role, aligned to my personal values. If my attempts to make local government more agile and increase the rate of change are unsuccessful after a couple of years.

Illness, lottery or time to slow down to say part-time in hospitality in a tropical location. Somewhere I feel I can have fun.

Different opportunity that may no be offered in Local Government.

A better offer, or retirement !

Relocation to another town

The right position else where coming up at the right time.

Jobs changing to contract based. Bad people and culture conditions. Bullying and harassment.

No sure at the moment. Maybe if my career aspirations could not be met.

| |
|---|
| If I didnt enjoy my role anymore, or had a hard time with a direct report |
| Outgrowing my role or tiredness with the "difficulties" of working so closely with the community |
| Stress and/or poor management/direction |
| A good job offer in the industry which had an attractive salary and flexible working arrangements. |
| better pay and work/life balance (flexibility) |
| workplace culture, higher position |
| Retirement. |
| Opportunity to work at a similar or higher level in the same region, better salary, shorter commute, if my boss left I would probably leave |
| I am getting close to long service leave. So I wont be voluntarily leaving anytime soon. I like a challenge, and I like to constantly learn new things. If I feel that I'm repeating things a lot, or if the goals and aspirations of my leaders dont match mine, then I'll look to move. |
| Nothing it's my sector of choice. Ultimately retirement |
| retirement |
| Not sure. |
| Retirement |
| Probably only an amazing job opportunity in the private sector. |
| retirement |
| Probably just my family if it wasn't working for our family I would work on finding something that did |
| A particularly niche or unique job opportunity in the filed that I am interested in. |
| The self-serving nature of elected members |
| it would only be health or personal reasons. Local government is a great industry to work in, although it is changing as the work ethics, values, commitment etc of the younger generations is certainly different. |
| Role that provides services to community |
| Nothing.....retirement :-). |
| sea change? |
| Moving to another town and not being able to transfer between Council's |
| An ideal role in the development of policy. An employer with a four-day per week (circa 30 hours) schedule. |
| Work/Life balance issues. |
| Self employment or retirement |
| A poor performing elected body, poor leadership, or a better opportunity elsewhere |

| |
|--|
| Poor workplace environment |
| Role better suited to long-term career goals |
| Moving interstate |
| A role that could offer the same income for less hours, or one which would pay more for the same hours. |
| Better job, hours, pay, people |
| When I get bored of it. When I feel I've achieved all I can. |
| Winning Lotto. |
| N/A |
| Lotto, poor decisions, politics, unfair biased working conditions |
| Salary. IT professionals are paid very poorly in local government.....unless you run the IT department |
| Retirement. |
| Issues with transparency, burnout, or willingness to listen to community. |
| major change in the current structure |
| If my role was changed to something less desirable (e.g. I prefer planning policy to development assessment), or if the working environment was no longer positive or enjoyable. |
| Other opportunities - that I may like the look of. |
| If I relocated and there were no LG options. |
| Career progression, if my manager moved on and was replaced with someone unsuitable for leadership. |
| Better conditions and less hours |
| Bureaucracy, not being able to make a difference, being hamstrung, lack of direction and freedom |
| Retirement or family influences. |
| Better paying job with potential for career growth |
| Lack of job satisfaction, family reasons, elected member pressure |
| if culture took a turn for the worse. |
| Retirement |
| retirement |
| Nothing a the moment |
| Retirement |
| Long term career goals, state/federal opportunities. |

To learn something else and challenge myself. Or to start my own venture.

more negative changes. Good opportunity elsewhere

Career opportunities.

My own business

other opportunities - generally private sector pay better

Lack of career progression

Not sure if my next step would be a different LGA or possible private or Uni sector - it would be an opportunity to do something with a stronger vision, remit and maybe a bit more fast paced.

amalgamation, dramatic and unforeseen change to upper manager

Lack of support from senior management. No career progression

If I was to get disillusioned with the environment. Currently I think good performers are harshly judged and the poor performers just cruise. It is very hard environment at times. Recently I value more of a balance in my working life, so if I could get more of a work/life balance, more flexibility when it comes to WFH and lastly pay I was happy with I would move. I think LG is not adapting to changes or the changes in the working environment since Covid and as an industry we are falling behind

Retirement

bad management, losing flexibility, loss of staff leading to increased work pressures

Stress, dysfunctional Councillors, starting own business.

Missing out on opportunities

I think I would be hard pressed to leave!

decreasing morale and culture will be why i leave.

Another role that is challenging and rewarding, probably in the NFP sector

Retirement

Lack of career progression opportunities. Work in my field of passion

Political interference from councillors

Retirement or redundancy

Retirement

Retirement

Higher pay, unique opportunity

Reduction in working conditions

The slow process of how the government work. There are many inefficiencies that would be addressed better and quicker in a private organization. It is disappointing to see how local government don't reach their full potential because of all the red tape.

If I could find employment that pays as well as I am for the work I do then I would consider. Would like to be challenged in private sector work but unable to find a position that has all the benefits of working in Local Government

Lack of support and protection from hostile elected members & community or a lotto win.

A higher position with a pay rise!

issues with Elected Members not being resolved, too many silos, sometimes only people who have been in local government for their whole careers are able to progress to general manager level, red tape and processes, not being able to be creative and work outside the box

Better opportunity, more exciting industry

If I relocate back to Adelaide. However I would look to gain employment in a LG metro council

Retirement, workplace dynamics

Retirement

To work full time for another employer

More money, less hours!

If they introduced vaccination policies

Not much, maybe higher pay?

Retirement.

Transition to retirement

Maybe unpredictable changes.

A well paid position in a related field that offered work from home.

Bad culture

Career growth in field

Better opportunity elsewhere or financial considerations. The work is relatively low pay so would need to leave to earn a higher salary

Retirement or a job that ticks all my boxes

Retirement.

State or Federal Government opportunities

If I was lucky enough to win the lottery.

Eventually I will have to acknowledgement retirement

A drastic life change

If it were subsumed into a higher tier of government (eg state)

Better pay, better opportunities for career growth.

permanent work, pay increase

Circumstance outside my control

Complete change of lifestyle ie moving rurally, working less, retirement

Health

retirement

Change in direction, cultural dynamics, amalgamation leading to redundancy.

Poor culture and working conditions

win the lottery

Politics, if my Council became dysfunctional or Senior Leadership moved away from values based decision making and it became all about cost cutting.

Nothing, I would not leave LG but I have left other councils (to another LG) as I felt like their strategic direction and culture had forgotten about the community

Work Life Balance, salary

Poor leadership or being undervalued

Havnt come across anything yet!

Poor leadership

retirement probably!

Remuneration, better opportunity elsewhere, stagnation

an opportunity in a better role

Career progression

opportunities elsewhere

Too much admin, constant email time, not enough time allocated (due to the admin) to doing the things that really make a difference in community, Jobs not being replaced so my PD getting watered down by too many other demands. This makes me feel undervalued and the community being undervalued.

It would have to be either: 1. A high-paying job that interested me and above all did not negatively affect my lifestyle; 2. An amalgamation leaving me redundant; or 3. If workplace culture (currently strong) dropped to a level I couldn't handle - but honestly I'd probably still stick with it if I was still living locally. If it was somewhere else and morale dropped I might jump ship I suppose. Like if my superior/s were making my life too difficult for whatever reason.

Nothing

Winning the lottery

If a suitable role came up.

Career change and looking at studying in upcoming years. There are less incentives to stay in LG these days than there once was. It would be great if you could progress your career, have more training opportunities and bonus incentives to stay in LG

The rising toxicity in Local Government is concerning me

More interesting job - higher pay - better hours - my artistic soul not being fulfilled

If a good opportunity arose elsewhere

When my contract (I am on a 12 month fixed term contract) ends, and if I am not extended into a permanent role.

Retirement!

Retirement.

If another opportunity came along that interested me.

Changes to the role of LG, reduction in range of roles, lack of opportunity for growth and promotion, council merges if done in a way that reduces the ability of councils and staff to service their communities

Poor management of operations, lack of leadership, and lack of transparency, honesty and forthcoming communication with community and elected members that approve/endorse budgets.

Better job opportunities. New experiences better pay

the aged to retirement, I am 57 now, I am not sure if I work if I am over 65.

A competitive opportunity that would advance my career

Lack of recognition for the value of the work I'm delivering / limited career pathways evident

finding my niche elsewhere - being head hunted to perform a SME task (so really.... I'm never leaving)

An unexpected opportunity that presents itself or win the lotto

Better career opportunity

retirement or a real redundancy package

hard work not valuable

A better opportunity, higher pay, more benefits or higher job level.

Family commitments, change in address

Cultural issues

I cannot imagine ever leaving it

Unsustainable resourcing/workload

Better Employment opportunity

A more diverse role however I don't see myself leaving

Unsure

Retirement or health issue.

winning the lottery

Work conditions & career advancement opportunities

team dynamics

Only a considerable career change where I would seek to side step or even take a step down would prompt me to leave Local Government. For me it all comes down to being flexible to the work life balance required.

Right now I can't see anything that would prompt me to leave

toxic culture, lack of structure, no professional development opportunity, lack of support, better incentives

Salary. My annual salary is less than what i was earning 8 years ago as a permanent employee. Pay for IT professionals in council is not substantial and does not attract best employees. If work begins to get stressful i will not hang around at council as i might as well be in private sector and get paid well

Nothing at the moment. Perhaps a role that career wise is a goal.

Retirement

A leadership role that would add and create different challenges to my career aspirations

Changes to flexibility, changes to workplace culture, becoming tired of the continual community objections to projects/initiatives.

Poor culture, bullying, poor leadership, micromanagement, lack of recognition, lack of learning opportunities

Poor management decisions

More attractive pay and ability to work for myself.

If I lost the ability to make real differences. If process bogged down the innovation and finally if the culture was to take a shift to a negative slant. When politics trump people and community outcomes. I see some personal agenda's (like all business) can derail good work. Once that balance tipped towards achieving improvement for our people and community, I would leave LGA.

Being head-hunted by an amazing ethical not-for-profit or starting my own charity.

more diversity in work opportunity to travel more pay more exciting and stimulating work

perhaps to move into consulting.... but not for a few more years .. :-)

Not feeling valued or supported by management

If a better opportunity came up in the private sector - it would take a lot to move though

Major changes to LG core services

Retirement

I option to WFH full time

room for career progression. Once a certain level is reached, advancing to a leadership role could be difficult

If job security was lost, or staff were taken for granted consistently across the industry

The urge to start my own business

looking for something different

The continued pressure to do more with less. It will reach a tipping point.

Unsure - I feel very passionate about local government right now.

Retirement

Change / money / opportunity / tired of the bureaucracy

lack of leadership progression at GM level

higher pay, better development, better culture

Better pay, better treatment by immediate supervisor/manager, close proximity

The right job, in the right location, with benefits on par to those at Local Government

Promotion and job security

Winning X-Lotto!

big \$\$ or dream job

Internal bureaucracy leading to frustration.

Better paid role in the private/corporate sector to accelerate my career development

not enough income for the work we deliver

Only if they don't renew my contract.

Opportunity other than what is currently presented

If a role arose that I felt might better align with my long-term career goals and simultaneously paid better.

Lowering pay rates and continued increase of roles to contact work

Retirement :)

Money

red-tape, too much interference from different levels of management, high expectations, angry residents, no bonuses or reward for outstanding work going above and beyond your role

Winning the lottery, another type of significant windfall, OR a very attractive, interesting position with job security and flexible working conditions OR retirement

Retire

an exceptional career opportunity

An exceptional job offer elsewhere? I want to make a career of working in public libraries, which will always involve Local Government.

Retirement

Retirement

Lack of Opportunity to Progress

Retirement (soon)

retirement

At the moment I am not planning on leaving local government as I see it as something that I would like to be doing for many years in the future. If I were to leave it would be due to finding something different to try after a long time working with the council.

Retirement

Another innovative role in the not-for-profit sector with a decent salary.

Substantial pay increase and/or ability to choose clients

Not much

Poor work culture.

overseas opportunity or somewhere like AFL etc

If I secured another role

Not being able to move up in my career path or being surrounded with toxic peers and being unsupported

Winning lotto!!!

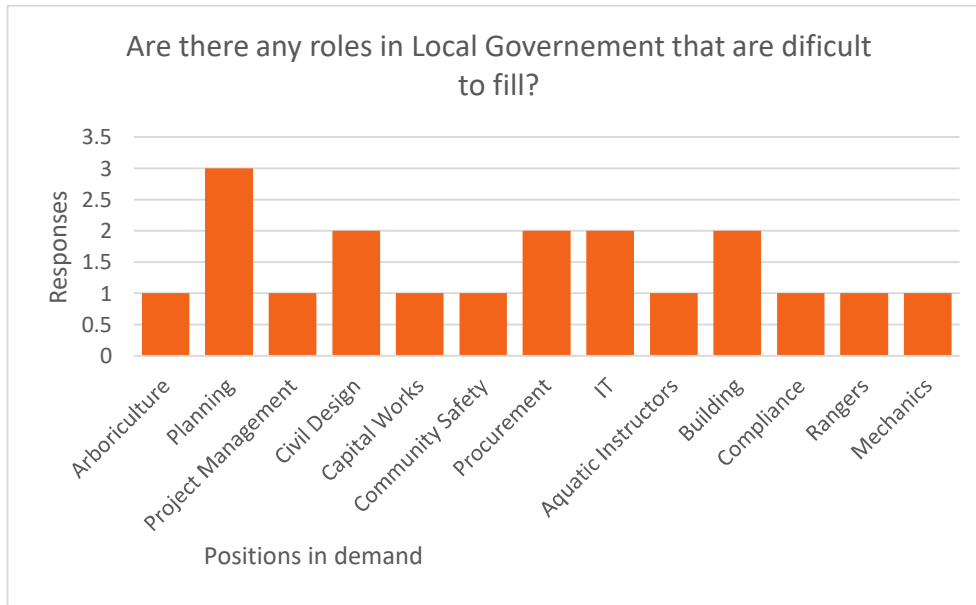
winning the lottery

Opportunities in different government entities

Appendix: B Human resources / People and culture departments Interview Questions and Responses

Are there any roles in Local Government that are difficult fill?

Currently there are a high number of critical roles that fit within the skill shortage category, they are as shown in table below:



What is the average timeframe it takes to fill these difficult roles?

It is difficult to state an average timeframe as there are numerous factors that will influence this, including the availability of suitable candidates and whether a second round of advertising is required. In general, though the end-to-end process takes approximately 12 weeks, however at times this has stretched out from anywhere between 6 to 12 months.

In terms of diversity in the workplace, are there any particular trends or gaps emerging? *(For example, do we struggle to recruit people from a specific age group or have difficulty in attracting?)*

Diversity within local government is being addressed with many councils implementing or developing Reconciliation action plans, equal opportunity, and discrimination policies. Recruitment strategies that provide opportunities for potential candidates to meet requirements including skilled migrants, remote communities, trainee programs, connections with external agencies such as disability Employment Services (DES) and being committed to achieving fair and equitable employment practices that facilitate an environment of inclusiveness. Some roles have been identified with a lack of diversity ie: women in the outdoor workforce or trade roles and senior management roles, take time to

decrease these gaps and can only be successfully achieved with the support and commitment of the community and stakeholders.

Have you noticed any trends emerging in terms of attracting and retaining staff? Has this changed at all as a result of COVID-19?

There has definitely been an increase in turnover in 2021/2022 as staff and the community as a whole re-assess life choices and work life balance with one council stating, “recruitment campaigns have increased significantly by 50%” and another council highlighting a lack of depth in the employment market.

COVID has had a significant impact on staff retention and staff are seeking more workplace flexibility as a result with staff more prepared to look at change to find what they like or ask for modifications to their terms for employment conditions.

When people are leaving our Council, do you know if they are generally leaving to pursue work at another Council or outside of Local Government?

On exit interviewing staff, it has been identified that large percentage of staff leave to obtain positions within other councils, but the attraction of private industry with high wage growth and offers of career advancement lures others.

What strategies are you using to attract and retain capable, experienced and qualified staff?

Councils are identifying strategic incentives to recruit and retain valuable, experienced and qualified staff by providing opportunities for development through training/ study assistance, mentorships programs, succession planning and progression through internal acting positions in high level roles and recruitment. Incentives that offer flexible working arrangements and policies, combined with competitive employment packages and relocation assistance to entice candidates to positions. Progressive collaborative councils are working together to manage skill shortages by hiring one role and or team in high demand areas to work across multiple councils, thus obtaining the staff they require but also sharing the high cost of some of these roles.



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