

Introduction



Sharpe Workplace Solutions is a progressive consultancy firm providing professional services to big and small and across both the public and private sectors.

Sharpe Workplace Solutions operates nationally within a range of industries and has partnered various organisations in 'developing their business'.

Sharpe Workplace Solutions has a team of professional staff who are dedicated to ensuring our clients are provided with services second to none.

SWS Services



SWS provides a range services to its current local gov clients covering;

Industrial Relations

Human Resource

Training & Development

Workplace Investigations

Government Relations

Project Management

Mediation

Local Government Human Resource Infrastructure Projects



ince 2008 SWS has successfully completed three Government Human Resource Infrastructure projects amalgamated councils;

Gladstone Regional Council

October 2009

North Burnett Regional Council

March 2010

South Burnett Regional Council

June 2010

Human Resource Infrastructure Projects



The development and implementation of an enterprise specific classification structure made up a very important part of a suite of key deliverables for all three (3) councils covering key human resource functions such as;





'Skills Inventory' (Matrix)

The Skills Inventory provides information on all skills and abilities across and within the new amalgamated councils.



Job Design and WH&S Requirements

The information was examined to assist in ensuring that the new Council was not setting 'unrealistic' requirements on the workforce and to ensure that appropriate WH&S concerns are dealt with as part of their overall obligation to provide employees with a 'safe & healthy' working environment.





Training & Development

The project was critically important for the identification of 'training needs' and the design of and implementation of appropriate training & development programs for employees, in accordance with operational requirements.





Recruitment & Selection

The projects provided information/data about what a job entails & what human characteristics are required to carry out the activities which allows for a better understanding of what persons are required for what jobs when recruiting and selecting.





Job Descriptions

The projects provided important information/data for the development/redevelopment of positions descriptions for the new councils.



Human Resource Information Systems (HRIS)

The project delivered the necessary information/data required to support the HR functions of the new council. This provides fast and accurate information which in turn allows better decision making within the organisation to occur.



Classification/Reclassification

The project delivered a tailored multi-skilled classification structure which included;

- Individual staff assessments using ‘evidence based’ information;
and
- The appropriate valuation of positions and occupations



Case Study



North Burnett Regional Council

Multi Skilled Classification Structure





HISTORY

The North Burnett Regional Council (NBRC) was created through the amalgamation of the following former local government authorities;

-
- | | |
|----------------------------|--------------------------|
| ■ Biggenden Shire Council | ■ Eidsvold Shire Council |
| ■ Gayndah Shire Council | ■ Monto Shire Council |
| ■ Mundubbera Shire Council | ■ Mt Perry Shire Council |
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HISTORY Cont.....

The NBRC along with the joint unions agreed that Sharpe Workplace Solutions (SWS) would conduct a review with principle objectives being agreed to by the Council and Unions at the outset.

Sharpe Workplace Solutions (SWS) was subsequently engaged by the NBRC in late 2009 to conduct the 'Human Resource Infrastructure Project'.



PREAMBLE

The intent of the new classification structure is to ensure a multi-skilled and motivated workforce to meet the needs of the business in a co-operative and efficient manner.

Central to the introduction of a new skills based classification structure was a commitment by all parties to recognise the need for flexibility and multi-skilling in the performance of work consistent with Councils human resource strategies, business needs and to meet constantly changing technological requirements and customer needs.



PREAMBLE Cont....

The new single classification structure provides the framework for payment to employees in recognition of increased skills held that can be utilised by Council.

The Single Classification Model introduced a multi skilled based structure based on the requirements of the North Burnett Regional Council.

MULTI - SKILL CLASSIFICATION STRUCTURE

Principles

SWS was charged with the responsibility of developing a ‘multi-skilled’ classification structure that could be adopted in direct correlation to the levels provided for under the Queensland Local Government Officers Award (LGOA). This required a two (2) step approach as follows;



- Mapping of 'positions' to the single classification structure;
- and
- Mapping of the 'people' in to the single structure using a 'multi skilled' assessment process.

The classification structure at NBRC is based on the following principles

- Existing award classifications;
- Australian Qualifications Framework;
- Multi – Skilling
- NBRC Skill Sets (Operational Requirements)



General Principles

There were are range of general principles established which formed an integral part of the new NBRC classification structure. These principles were used to maintain the spirit and integrity of the structure and the assessment process into the future;

- Ensuring no employee is on an overall disadvantaged as a result of being covered by the new classification structure.
- In a multi –skilled based system, employee’s have a responsibility for their work outcomes.
- Employees will perform any task if it can be completed safely, legally and logically in accordance with broader job models under the new classification structure;



- Where appropriate, employees will maintain their core, skills, through relevant training, in order to remain under the multi-skilled structure.
- Employees will be encouraged to reach their maximum potential – in pay and productivity.
- Establishment of a multi skilled related career path which provides an incentive for workers to continue to participate in skill formation;
- Elimination of multi-skilling impediments and broadening the range of tasks an employee may be required to perform;



- Creating appropriate relativities between different categories of employees within NBRC. (trade & non trade / outside & inside)
- Ensuring that working patterns and arrangements enhance flexibility and efficiency of the NBRC.
- The new classification structure has been developed to have the flexibility to incorporate other new jobs were appropriate.
- Employees will benefit further by obtaining multi-skilled wage rates and incremental increases. In return the NBRC will benefit from gains in productivity from greater flexibility in their workforce and the elimination of artificial barriers created by demarcation.

Assessment Guidelines

The new classification structure in adopting the ‘multi-skilling’ principle includes the following work value factors;

- Skills;
- Competencies;
- Experience;
- and
- Responsibility

The new classification structure includes a set of skills, experience, competency and responsibility standards which all indicate the overall capacity an employee has to perform at each band and at each level of the new classification structure.



The Multi - Skill Principle

Multi Skilling as a principle facilitates employees working in non-traditional roles and requires employees to perform duties, use skills and encompass responsibilities that are not of their designated core role.

Individual employees are remunerated for the individual skills they hold that can be called upon and used by the North Burnett Regional Council.

The multi skill principle for NBRC relates only to the specific area of work (as identified) in which an employee works and not across 'areas of work'.



Career Path

The new classification structure provides career path opportunities for the outside staff both existing and new. Career path progression will be subject to the NBRC training plan which will take into account the needs of NBRC both now and into the future.



Broader Functions

The new classification structure is based on skills, competencies, experience and responsibilities that the individual employee has and council can utilise. Each band has specific definitions, indicative callings and recognition of highest individual skills, which will allow an employee to perform a wider range of duties within or below their classification level.

Employee's will utilize a broad range of skills (some from outside their traditional job) to support their role and job redesign will become an important vehicle that will be used by the NBRC and its employees in breaking down restrictions by redesigning existing jobs into more broader jobs. (Workforce Planning)



Demarcation

Employers, employees and the relevant unions agreed to removing demarcation restrictions as part of their commitment to the Structural Efficiency Principle.

The new classification structure and requirement of employees to perform a wider range of duties will allow;



- NBRC to direct any employee to carry out such duties as is reasonably within the limits of the employee's skill, competence, experience and training, consistent with the classification structure, and use such tools, plant and equipment as may be required provided that the employee is duly licensed and properly trained in the use of such tools and operation of such plant both minor and major.
- **The introduction of the new classification structure based on 'multi-skilling', means that the only question that should be asked is, whether an employee has the appropriate skills and training to perform the work safely and competently.**

WAGES

Relativities

In determining the new wage rate relativities for the new structure, SWS was cognizant of the fact there currently exists awards that underpin the existing certified agreement along with relativities generally assigned to competencies provided for under the Australian Qualifications Framework (AQF).



Excess Payments

The new multi skilled structure and the rates provided therein have absorbed the following excess payments and any skill/responsibility allowances that have been paid separately under the current certified agreement .

- Over-award/Over-agreement payments;
- Leading Hand/Supervisory Allowances;
- Skills / Service Gratuity Payments.



The new multi skilled structure and the rates provided therein have also removed (in relation to old levels under the awards) the following payments;

- Higher Duties;
- Mixed Functions;
- Two or More Classes of Work.

The above payment arrangements however will still exist in terms of any employee who may be required to act in a band/level that sits higher under the new classification structure.

Questions

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