

WORK FORCE PLAN AND STRATEGY 2020

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FOREWARD

The NSW Government's framework for Integrated Planning and Reporting (IP&R) provides a clear mechanism to allow Council to partner with the community in the development of a long-term Community Strategic Plan (CSP). The intent is for Council and the community to have important discussions about funding priorities, service levels, preserving local identity and to plan, in partnership, for a more sustainable future.

IP&R supports the objectives and outcomes of Warren Shire Council (WSC) to meet the needs and expectations of our community. Council takes its role and commitment to the community seriously and will try and ensure that it:

- Proactively communicates service standards and actively manages expectations;
- Is responsive to changing demands and priorities;
- Increases efficiency and productivity while remaining cost competitive; and
- Creates a positive corporate culture that fosters teamwork, excellence and innovation.

The successful implementation of the Workforce Management Strategy recognises that our employees are our greatest asset and we will continue to build upon the workforce planning foundation that we are developing. A committed and engaged workforce results in improved organisational outcomes, and ultimately improved service delivery and facilities for our community.

This amendment has been undertaken to reflect the ongoing impacts of drought and changes to Councils IP&R plans, budgets and community direction.

WORKFORCE VISION

Warren Shire Council is committed to becoming an established Employer of Choice that provides an excellent quality of work life and opportunities for its people.

WHY DO WORKFORCE PLANNING

Workforce planning is about forecasting and predicting trends. It is not an exact science, but a continual process designed to analyse the current workforce and future needs, identify gaps between present and future requirements and develop solutions to ensure Council can achieve its mission and objectives.

Workforce planning aims to have the right people in the right places with the right skills and motivation doing the right jobs at the right time.

Workforce planning will help Council to:

- Make staffing decisions to provide services based on strategic priorities and climatic events;
- Identify potential resource or skill shortfalls and take steps to address these;
- Identify and plan for new and emerging roles;
- Recruit appropriate numbers of staff to meet future needs;
- Develop workforce skills that take time to grow;
- Provide improved career development opportunities;
- Reduce staffing costs through appropriate staffing levels;
- Increase employee motivation and contribution through better job design and responsibility;
- Contain human resources costs including the cost of turnover, absenteeism and injury.

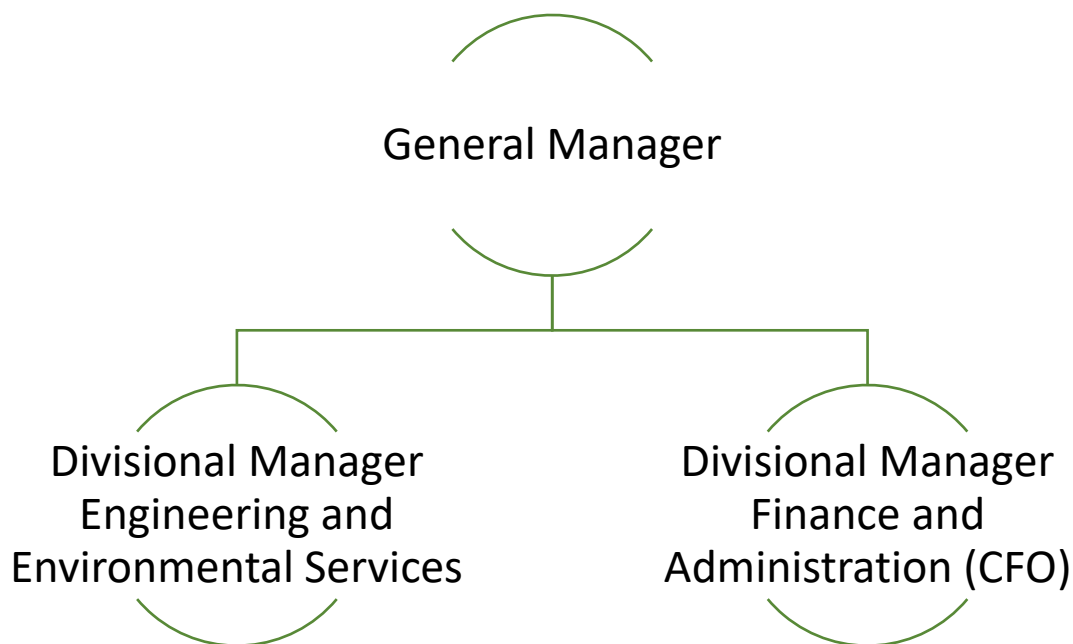
This Workforce Plan and Strategy is an extension of Council's existing employee programs, policies and initiatives and is designed to complement and enhance these.

BACKGROUND

The Workforce Management Strategy (WMS) makes up one of three components of Council's ***Resourcing Strategy*** as required under the NSW Local Government ***Integrated Planning and Reporting framework***.

This WMS is designed to outline the strategies and plans which determine how Warren Shire Council will ensure appropriate human resources are available and are fully skilled to meet the Delivery Program. By identifying present workforce skills, considering what will be needed into the future and planning strategically, Council can limit the risks associated with unanticipated events (droughts, floods or loss of grant funds) and ensure we are appropriately resourced to handle the changes and challenges that will need to be faced in the coming years.

SENIOR STAFF ORGANISATION STRUCTURE



Employment Type

Warren Shire Council (WSC) workforce is made up of full-time, part-time and casual employment. Council has estimated that it will require a maximum Full-Time equivalent workforce of 70.66 persons.

The past Workforce Plan 2017 – 2021 identified 80 FTE's, however these have been reducing through natural attrition.

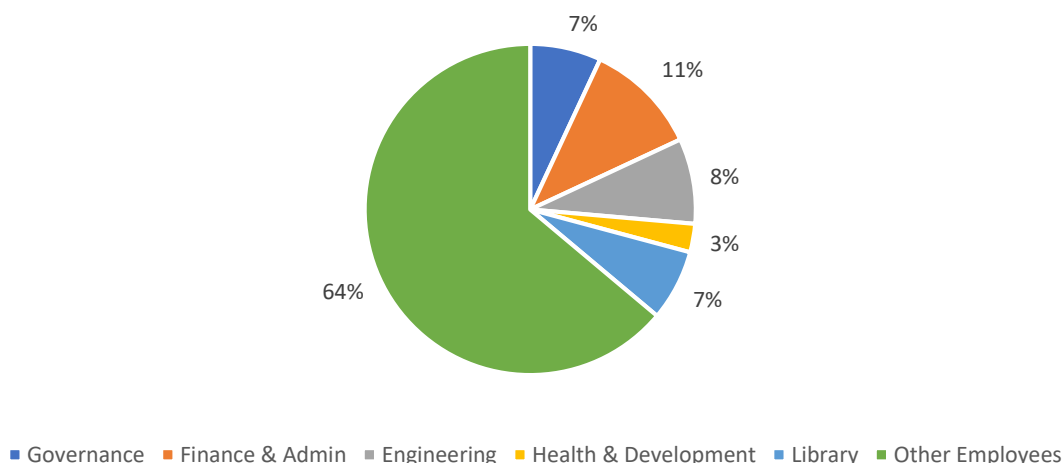
While the variety in employment types offers appropriate flexibility to Council in resourcing its activities, the length of service and regularity of hours, Council will need to look at future work commitments and the hiring of casual or part time employees to meet these short-term work needs. Council will establish clear objectives and strategies from some departments and what workforce mix will achieve these short-term outcomes.

Occupation Profile

Over half of our staff (60%) are employed within the Engineering Services division of Council. This group are responsible for service delivery across a variety of areas including Roads, Parks, Water Supply, Sewerage, Waste, and the airport.

Other staff are shown in the graph below and make up all service areas across Councils regulation, administration and community service areas.

Percentage of Staff by Work Area - 01/01/2020

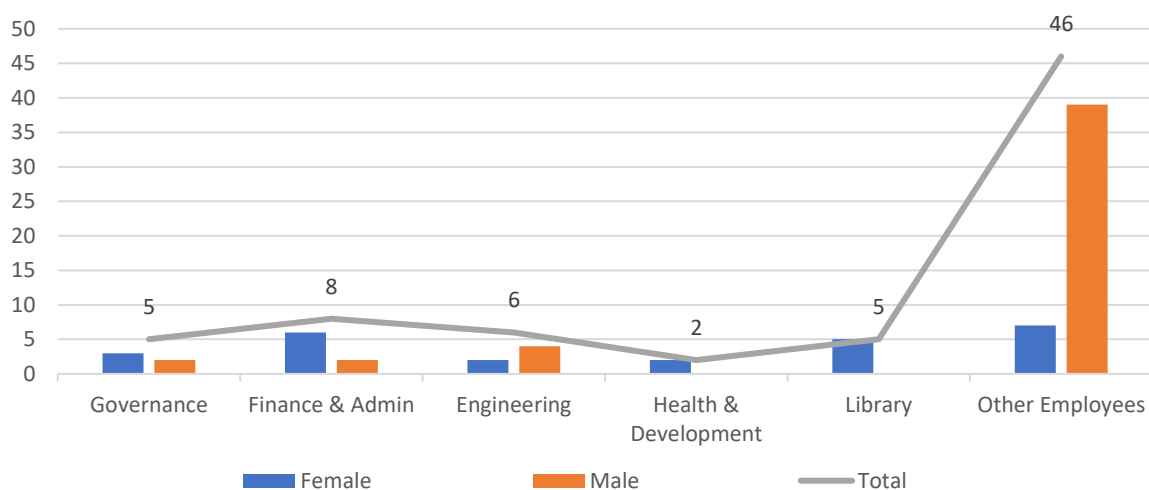


Gender Profile

In 2020, Warren Shire Council has an approximate gender split of 35% female and 65% males across the organisation. This balance is largely due to Council's large male workforce in the Engineering section of Council.

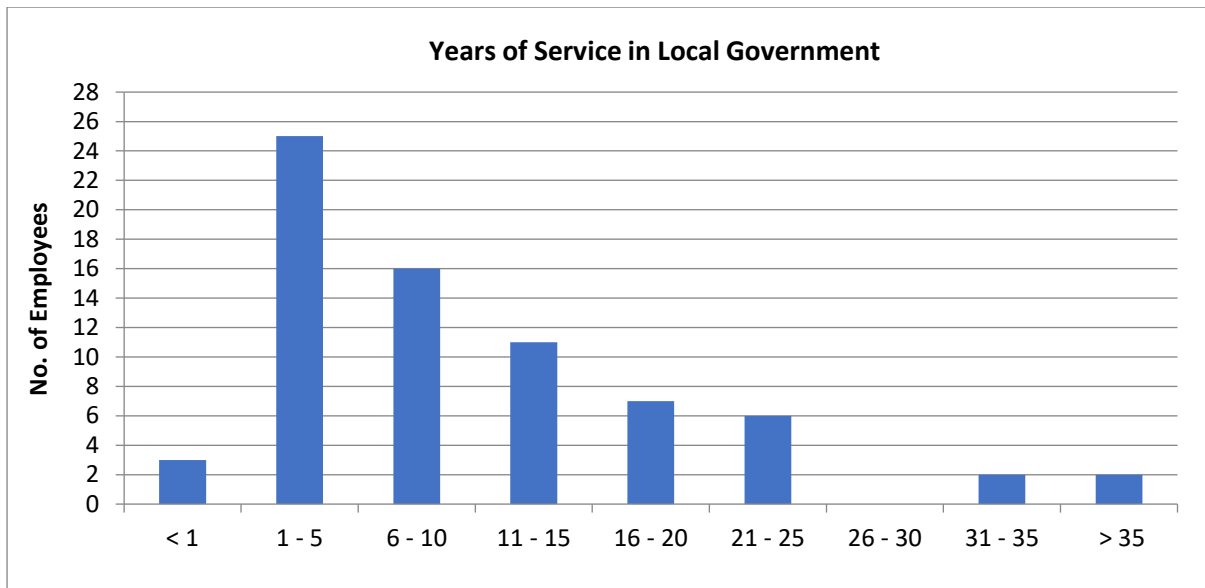
The Executive Team gender profile does not reflect this balance, where we have 3 male members of the Executive team.

Gender Distribution Across Departments



Length of Service

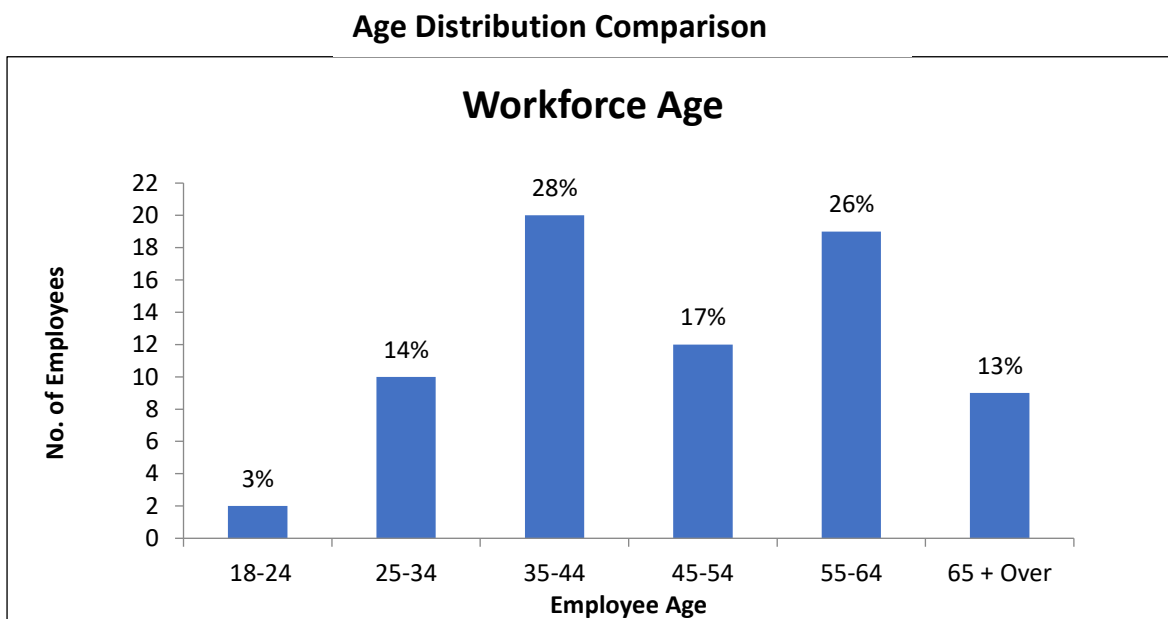
The length of service at Warren Council is highlighted in the graph below. This is a good balance of service by staff and reflects a gradual aging of the workforce. Council needs to ensure that new staff are trained to develop their skills to allow a transition from older employees to pass on the knowledge and skills they have to upcoming staff members.



Age Distribution

Local Government has a high number of mature aged workers compared to the national average for industries. Within NSW local councils, 52% of the workforce is aged between 35 and 54 years and 20% aged 55 years and over. (2010 Census of Local Government: Report on Findings – August 2011).

WSC is comparable in this profile as shown below.



CURRENT WORKFORCE CHALLENGES

The following issues are identified as being of importance and/or key challenges in the management and development of WSC human resources and the delivery of Council's strategic objectives:

- Attracting skilled and qualified staff;

- Retaining and optimising our existing staff, particularly those with longer employment service and operation critical skills;
- Successful adoption of new systems and procedures to improve efficiencies and provide better service delivery;
- Identifying ways to recognise effort and encourage high performance culture;
- Being able to offer career development;
- Capturing and transferring corporate knowledge and know-how;
- Providing valuable learning and development opportunities;
- Skills shortages and challenges in recruiting some service critical positions;
- Provision of career progression opportunities and succession planning for staff.

These challenges are not unique to Warren Shire Council, local government or the region. To attract, develop and retain a workforce that can meet the aspirations of our community, keeping pace with the changing environment we must continue to focus on the human resources of council to implement change.

WORKFORCE LOCATION AND MANAGEMENT

Although it is not desirable to employ staff that are not living in a rural community, technology and a need for staff members families to meet their social, educational and life expectations may see future employees located away from Warren in the professional and semi-professional fields.

It is suggested that Warren Shire in the future will need to look at flexible staffing arrangements as permitted under the Award to attract and retain staff.

It is a reasonable expectation of all families, that their children, the husband or the wife or partner can access high quality education or employment. This is not always possible for a family living in rural towns across NSW and is a disincentive for families or couples to move to small council areas.

The types of professions that do not need to be based in Warren Shire include accountancy, payroll, rates, engineering, surveying, health and building, planning and secretarial services. Due to technology (phones, computers, live time meeting streaming and emails) staff may be located well away from an office and still undertake work, address letters, emails and pay staff. Some staff will come to the Shire frequently to undertake work, meet with staff and the public, but most of the time they can work from a remote office, close to family and social networks.

Council may also look towards the regional joint organisation (JO) and adjoining councils to provide staff or services where it is identified that inhouse services are not available.

WORKFORCE MANAGEMENT STRATEGIES

Having the right people in the right place at the right time is the main deliverable of the plan. Our people are the ongoing key to the success of Warren Shire Council as an organisation. To deliver this outcome we will work across the following key areas:

1.0 Safety and Wellbeing of Our Staff

We are committed to creating a culture where the health and safety of our employees is paramount. We will not only promote workplace safety, but also recognise the importance of a holistic approach to employee health and wellbeing. Council will provide an organisation wide approach to the effective management of workplace health and wellbeing by promoting initiatives and education that assist employees to sustain a healthy, safe and supportive lifestyle.

Action 1

1.1 Provide and maintain a safe and healthy working environment

1.2 Provide training and support to reduce worksite injuries

- Provide all new staff with detailed induction training prior to entering the work areas
- Provide staff with Bullying and Harassment training within the first 2 years of employment
- Monitor new staff as to WH&S compliance and provide additional training as required to undertake their position at council
- Undertake progressive skill training in project management to understand WH&S and risk management.

1.3 Pro-actively manage Return to Work and Workers Compensation

1.4 Develop Staff well-being programs

1.5 Provide Employee Assistance Program for staff and immediate family members

2.0 Building Career Paths

The development of our staff is critical to meeting the changing environment and challenges faced by Council. We will create an environment where innovation and accountability exist at all levels of the organisation. Council programs will shape Councils' culture and assist to grow our current and future leaders. We will foster a culture of lifelong learning by providing staff with learning and development opportunities that meet their personal and career goals and align with Councils' objectives.

Action 2

2.1 Establish learning and development systems that equip staff for their respective roles

2.2 Develop a succession planning program

2.3 Provide opportunities for resource sharing across departments and career pathways for staff.

3.0 Reward and Recognition

We are aware of what motivates our people and have a range of formal and informal systems to ensure our people are remunerated, recognised and valued for their work and commitment to Council and the community. We will ensure that our remuneration system is reflective of our position in the employment market.

Council supports the payment system under the Local Government Award and will adapt a salary progression system that recognises skill training and on the job skill development. Council also recognises that staff will hit a salary ceiling and further monetary progression will stop. Council may offer training to individuals to allow them to apply for higher level positions where the employee supports this training.

Action 3

3.1 Review and implement effective and transparent reward and recognition systems, that are competitive against our adjoining council areas (OROC).

3.2 Undertake performance reviews for all staff who have developed skills and can be recognised in the salary progression system.

3.3 Implement and maintain a performance management framework to enable clear reporting on progress against milestones and key indicators in Councils strategic planning documents.

3.4 Provide staff with delegations and support to undertake their position.

3.5 Develop inhouse, a human resources section to deliver on award and performance areas and to improve work health and safety outcomes.

4.0 Attraction and Retention Processes

It is vital that we have the right people, with the right capabilities, skills and attitudes in the right jobs. The experience and knowledge that our staff possess is one of our biggest assets. We will attract and retain the best people to enhance the work environment for our employees. We will develop, implement and continually improve our recruitment and selection techniques to ensure they reflect the immediate and longer-term needs of the organisation.

Our recruitment activities will be complemented by our internal professional development strategies and plans to ensure that we grow and develop our existing workforce to meet Council's emerging needs and provide rewarding careers to our staff.

Action 4

4.1 Focus on our recruitment and retention activities on ensuring we have the right people, with the right skills at the right time to achieve our objectives.

4.2 Establish Warren Council as an employer of choice that trains, recruits and retains talented staff and facilitates a diverse workforce

4.3 Resource the organisation of Council adequately to provide the services and support functions required to deliver goals and strategies detailed in this plan.

4.4 Implement strategies and structures to support flexible work arrangements

5.0 Leadership Capability

Our Council and staff will be supported by well trained and supportive leadership group. The effective leadership of an organisation is paramount to maximising efficiency and to achieve organizational goals. Council's leaders are invaluable when it comes to formulating and communicating new strategic directions, as well as communicating with and motivating employees to increase dedication to organizational goals. We will continue to invest in our existing and emerging leaders to ensure the ongoing success of Warren Shire Council.

Action 5

5.1 Improve the leadership capability of the current and future leaders of Council

5.2 Establish a succession management program for key positions within Council.

5.3 Develop a clear communication strategy for leaders and the organisation.

6.0 Maintaining a Diverse Workforce

The Local Government Act 1993 requires local government authorities to plan for a diverse workforce. Warren Shire Council sees this much more than a statutory requirement and recognises the value of diversity and equal employment opportunity both within its workforce and its community.

Action 6

6.1 Commitment to promoting a supportive and diverse workforce

FORECASTING WORKFORCE REQUIREMENTS

Current Delivery Program Needs

The primary purpose of the Workforce Management Strategy is to meet the staff requirements of the current Delivery Program actions. The Council's Delivery Program determines current and future human resources needs and provides details of goals, strategies and actions the Council is seeking to achieve for both the community and the workplace. The community and Council are required to review the Community Strategic Plan during 2021. This workforce plan may be amended to reflect community requirements subject to Councils formal approval.

The Long-Term Financial Plan (LTFP) has forecast FTE numbers to remain relatively stable, with only a small increase or decrease over the next four years, the drought conditions have required the LTFP to be reviewed and the work output to be severely reduced. At the same time, wage costs are expected to remain steady, increasing at a consistent rate in line with Award salary increase and scheduled performance reviews.

The Workforce plan establishes our workers compensation premium which will continue to be a significant focus for the organisation, requiring a continued strong focus on workplace health and safety systems, operations and pro-active management of return to work programs.

The Local Government Award allows Councils to use casual staff to supplement full time staff where short-term work is required (less than 12 months). Council shall use local casual labour and or labour hire companies to supplement the current delivery program needs in accordance with the Award.

Warren Shire Council will use Bonafede contractors as per the Local Government Award to assist in the delivery of projects. Councils staff cannot be skilled in all areas and local contractors are generally utilised for electrical, plumbing and sewer works, concrete works, road work areas and specialised service works.

Future requirements

WSC will continue to improve our approach to proactively engaging with staff and developing a strong culture. This will enable Council to further build workforce capability and continue delivering high quality service to the community.

The ability to be responsive to the changing needs of our environment and staffing is imperative in the delivery of these objectives. To support our ability to be responsive, we will focus on developing and promoting strong consultation practices with our staff through performance discussions, informal and formal feedback systems and structured committees.

The aim is to have healthy, fully engaged, motivated and innovative staff who can contribute to the ongoing success of WSC.

REVIEW OF THE STRATEGY

To ensure that Warren Shire Council's workforce strategy delivers on its objectives and remains aligned to the delivery plan and community strategic plan, it is critical that regular reviews against key milestones are undertaken. This will allow for the plan to remain active and permit informed changes as required.

Councils Business Plans are reviewed annually to ensure consistency with the Delivery Plan, Asset Management Plan and Long-Term Financial Plan. Performance indicators are set for each of the plans and measured for success.

This Workforce Plan contains Actions to be developed and delivered over the next four years and into the future. An annual review of this plan shall include reporting to Manex and the staff on actions being achieved.

This plan has been reviewed to establish a process to not employ non-essential staff due to changes in work flow needs based around the drought but to protect the staff that we have as far as possible to ensure we have a good pool of trained people to recommence our works plans when drought breaks.

ORGANISATION POSITIONS

The following table identifies the positions in Council's workforce based on each department or section.

Important Note:

These positions may change as required by Council or management to meet long term outcomes for the community. These tables should not be used to validate the retention of positions in the organisation but to act as a guide to present positions only as at the commencement of this document. The tables nominate transition to retirement positions that once the employee moves into retirement or long service leave and to retirement, the position will not be retained.

Department	Reporting To	Sub Report	Staff Position	Number of Staff in Position	Notes
Executive Office	Council / Mayor		General Manager		The General Manager is a Contract role under the LGA 1993
Executive Office	General Manager		Divisional Manager Finance and Administration / Chief Financial Officer (Transition to Retirement)	1 (2)	Market demand Recognition See Important note above
Executive Office	General Manager		Divisional Manager Engineering and Environmental Services	1	Market demand Recognition
Executive Office	General Manager		Work Health and Safety Officer Administrative Technical Band 2	1	

Executive Office	General Manager		Executive Risk Officer Professional Specialist Band 1	0.33	This position is a shared service position between 3 Councils
Executive Office	General Manager		Executive Assistant Administrative Technical Band 3	1	
Executive Office	General Manager		Economic Development Officer Administrative Technical Band 2	1	This position is provided under the MDBA and subject to review
Executive Office	General Manager		Project Administrator Professional Specialist Band 2	1	
Executive Office	General Manager		Project Manager Professional Specialist Band 4	1	
Executive Office	General Manager		Human Resources Officer Administrative Technical Band 2	0.33	This position is a shared service position between Councils
Department	Reporting To	Sub Report	Staff Position	Number of Staff in Position	Notes
Finance and Administration	Divisional Manager Finance and Administration		Senior Finance Officer Administrative Technical Band Level 3	1	Trade Qualified / extensive on job experience
	Divisional Manager Finance and Administration	Senior Finance Officer	Operational Band Level 2/3	0	Accounts payable / receivable
	Divisional Manager Finance and Administration	Senior Finance Officer	Administrative Technical Band Level 1	5	Rates / Payroll / RMS / accounts Multi skilled positions
	Divisional Manager Finance and Administration		Administrative Technical Band Level 3	1	Librarian

	Divisional Manager Finance and Administration	Librarian	Administrative Technical Band Level 2	1	Library Technician
	Divisional Manager Finance and Administration	Librarian	Operational Band Level 2	1	Library Assistant
	Divisional Manager Finance and Administration		Professional Specialist Band 3	2	Qualified Accountant Finance / Assets
	Divisional Manager Finance and Administration		Professional Specialist Band 1/2	1	Qualified IT or ITC Officer This maybe a shared position or a contract service.
Department	Reporting To	Sub Report	Staff Position	Number of Staff in Position	Notes
Engineering and Environmental Services	Divisional Manager Engineering and Environmental Services		Engineer Operations Professional Specialist Band	1	market demand recognition
	Divisional Manager Engineering and Environmental Services		Engineer Town Services Professional Specialist Band	1	market demand recognition
	Divisional Manager Engineering and Environmental Services		Engineer / Engineering Assistant Survey and Design Professional Specialist Band	1	market demand recognition
	Divisional Manager Engineering and Environmental Services		Workshop Co Ordinator	1	Licenced / Trade Qualified. market demand recognition

	Divisional Manager Engineering and Environmental Services		Manager Health and Development Professional Specialist Band	1	BCB Accreditation market demand recognition
	Divisional Manager Engineering and Environmental Services		Administration Officer Operational Band 4 or Administrative Technical Band 1	2	
	Divisional Manager Engineering and Environmental Services	Engineer Operations	Roads Overseer Administrative Technical Band Level 3	1	
	Divisional Manager Engineering and Environmental Services	Engineer Town Services	Town Services Overseer Administrative Technical Band Level 3	1	
	Divisional Manager Engineering and Environmental Services	Workshop Co-ordinator	Plant Mechanic Administrative Technical Band Level 2 / 3	2	Licenced trade qualified, market demand recognition
	Divisional Manager Engineering and Environmental Services	Workshop Co-ordinator	Apprentice Plant Mechanic As per award	1	Up to 12-month term only February to December 2020 Drought Assistance program See Important Note
	Engineer Operations	Roads Overseer	Operational Band Level 2	3	Labourers / traffic control, etc.
	Engineer Operations	Roads Overseer	Operational Band Level 3	6	Semi-skilled plant / truck operation
	Engineer Operations	Roads Overseer	Operational Band Level 4	6	Skilled Plant operation / Supervision role

	Engineer Town Services	Town Services Overseer	Administrative Technical Band Level 2 / 3	1 (2)	Licenced Plumber and drainer – market demand recognition
	Engineer Town Services	Town Services Overseer	Operational Band Level 2	2	Labourers
	Engineer Town Services	Town Services Overseer	Operational Band Level 3	8	Semi-skilled, plant operation / plumber's assistant, sewer operator, etc.
	Engineer Town Services	Town Services Overseer	Operational Band Level 4	(1) 2	Skilled / supervision role
	Engineer Town Services	Town Services Overseer	Operational Band Level 3	1	Waste Depot semi-skilled
	Divisional Manager Engineering and Environmental Services	Town Services Overseer	Administrative Technical Band Level 2	1	Sporting and Cultural Officer
	Divisional Manager Engineering and Environmental Services	Town Services Overseer	Administrative Technical Band Level 2 / 3	1	Building Maintenance Officer
	Divisional Manager Engineering and Environmental Services		Administrative Technical Band Level 2	1	Store Person
	Divisional Manager Engineering and Environmental Services		Administrative Technical Band Level 1	1	Asset Officer
	Divisional Manager Engineering and Environmental Services	Manager Health and Development	Administrative Technical Band Level 3	1	Ranger

	Divisional Manager Engineering and Environmental Services	Manager Health and Development	Administrative Technical Band Level 2	1.5	Swimming Pool Manager / Vacation care Supervisor
	Divisional Manager Engineering and Environmental Services	Manager Health and Development	Administrative Technical Band Level 1	2	Swimming Pool Attendants /
	Divisional Manager Engineering and Environmental Services	Manager Health and Development	Operational Band Level 3	0.5	Vacation care staff
	Divisional Manager Engineering and Environmental Services	Manager Health and Development	Operational Band 2	2	Cleaners
			Total Staff Numbers for all Sections	70.66	

GENERAL POSITION CLASSIFICATIONS – LOCAL GOVERNMENT AND WARREN SHIRE COUNCIL 2020

Operational Band Level 2 (B1 L2) + Indicates classification skill level may also be in Level 3	
	Baths / Pool Assistants
+	Camping Ground, Fitness/Camp and Showground Supervisor / Racecourse Curator
	Caretaker
	Child Care Helper / Vacation Care Casuals depending on quals
	Cleaner
+	Clerk (General Scale)
+	Concrete Finisher
	Convenience Attendant
+	Cook
	Depot Hand
	Dog Controller / Ranger
	Gardener (basic skill) / Non-Trade Gardener
	Gardener's Labourer
	Gravedigger
	Groundsman (basic skill)
	Herdsman, Impounding Officer/Pound keeper / Ranger
	Kitchen Hand, Usher/Usherette, Waiter
	Labourer/Builders, Graded, General, Street Cleansing, Street Cleansing required to drive, Scavenging
+	Light Plant Operator (mowers, street sweeper, etc)
+	Library Assistant
+	Meter Reader
	Motor Car Cleaner/Greaser
	Offsider Mobile Cart
+	Plant Operator / Light Plant Operator
+	Public Relations Assistant
+	Sewer Attendant / Water and Sewer Attendant
+	Storeman / Storekeeper
+	Surveyor's Assistant
	Toilet Cleaner
	Tracer (unqualified)
+	Water Service Attendant / Water and Sewer Attendant

Operational Band Level 3 (B1 L3)	
-	Indicates classification skill level may also be in Level 2
+	Indicates classification skill level may also be in Level 4
B2	Indicates classification skill level may also be in Band 2
	Beach Inspector
	Camping Ground, Fitness Camp and Showground Supervisor
	Child Care Assistant (qualified)/ Vacation Care Casuals depending on quals
B2	Civic Centre Technician
- +	Clerk (General Scale) / Finance Clerks – Creditors and Debtors & RMS Clerks
-	Concrete Finisher
-	Cook
	Driver (above C Class Licence up to HR) / Light Truck Driver
	Driver – Mobile Cart
+	Ganger
	Garbage Wagon Driver
	Gardener (semi-skilled) / Non-Trade Gardener / Village Maintenance Operator
	Groundsman (semi-skilled)
	Leading Hand Labourer
- +	Library Assistant
	Mechanical Dozer Driver at Tip
B2 +	Meter Reader and Repairer
-	Meter Reader
B2	Noxious Plants Inspector
B2 +	Ordinance Inspector
- +	Plant Operator / Light Plant Operator
-	Public Relations Assistant
+	Saleyard Manager
	Senior Aerodrome Groundsman
B2 +	Senior Noxious Plants Inspector
+	Senior Tracer
	Senior Attendant Olympic Pool
+	Senior Surveyor's Assistant
+	Senior Beach Inspector
-	Sewer Attendant / Water and Sewer Attendant
B2 +	Sewerage Treatment Works Operator in Charge
-	Storeman / Storekeeper
	Street Sweeping Machine Driver
	Sullage Wagon Driver
-	Surveyor's Assistant
	Tracer (qualified)
	Transformer Hand at Crematoria
B2 +	Water Service Operator in Charge / Water and Waste Water Operator
-	Water Service Attendant / Water and Sewer Attendant

Operational Band Level 4 (B1 L4)	
- Indicates classification skill level may also be in Level 3	
B2 Indicates classification skill level may also be in Band 2	
	Cleansing Service Supervisor
-	Clerk (General Scale) / Finance Clerks – Rates and Payroll
	Drivers required to possess HC Licence / Heavy Truck Drivers – Gravel / Heavy Truck Drivers – Water
-	Ganger / Construction and Maintenance Ganger
	Garbage Driver, One-man Operation
-	Library Assistant
B2 -	Meter Reader and Repairer
B2 -	Ordinance Inspector
B2	Parks Foreman
	Plant Operators (large excavators, grader operators final finish / Heavy Plant Operators)
-	Saleyard Manager
B2 -	Senior Noxious Plants Inspector
-	Senior Surveyor's Assistant
-	Senior Tracer
-	Senior Beach Inspector / Senior Attendant Olympic Pool
B2 -	Sewerage Treatment Works Operator in Charge
B2 -	Water Service Operator in Charge / Water and Waste Water Operator
B2	Works Foreman

Administrative/Technical/Trades Band Level 1 (B2 L1)	
+ Indicates classification skill level may also be in Level 2 B1 Indicates classification skill level may also be in Band 1	
	Blacksmith
	Boilermaker
	Bricklayer/Brick Paver (trades qualified)
	Bridge Carpenter
	Carpenter and Joiner
+	Cemetery and/or Crematorium Manager
	Child Care Aid
B1	Civic Centre Technician
+	Clerk/Graded / Combined RMS and Finance Clerks & Engineering and Health Admin Officers
+	Draftsman
+	Engineering Assistant (qualified)
+	Fire Control Officer
	Fitter
	Greenkeeper (trades qualified)
	Library Officer / Library Assistant
	Mason, Setter and Cutter
B1	Meter Reader Repairer (trades qualified)
	Motor Mechanic
B1	Noxious Plants Inspector
B1 +	Ordinance Inspector
	Painter and Sign writer
	Painter – General
	Panel Beater
B1	Parks Foreman
	Plant Mechanic
	Plasterer
	Plumber / Water and Sewer Foreman
+	Pool Superintendent / Pool Manager
	Propagator and Nurseryman (trades qualified)
+	Purchasing Officer
B1 +	Senior Noxious Plants Inspector
B1	Sewerage Treatment Works Operator in Charge
	Soil Tester
+	Storekeeper
B1	Water Service Operator in Charge
	Welder
B1 +	Works Foreman

Administrative/Technical/Trades Band Level 2 (B2 L2)	
-	Indicates classification skill level may also be in Level 1
+	Indicates classification skill level may also be in Level 3
	Assistant Civic Centre Manager
-	Cemetery and/or Crematorium Manager
+	Chief Weeds Officer
+	Civic Centre Manager / Sporting and Cultural Centre Manager
- +	Clerk/Graded (Department administrative officer)
-	Draftsman
-	Engineering Assistant (qualified)
- +	Fire Control Officer
+	Industry Promotions Officer / Economic Development Officers
-	Ordinance Inspector
+	Overseer / Maintenance and Construction Overseer & Services Overseer
+	Parks Supervisor / Parks Foreman
	Plant Foreman / Workshop Co-Ordinator
+	Plant Superintendent
	Plumbing and Drainage Inspector
-	Pool Superintendent / Pool Manager
+	Public Relations/Publicity Officer
-	Purchasing Officer
+	Senior Draftsman
-	Senior Noxious Plants Inspector
+	Senior Plumbing and Drainage Inspector
-	Storekeeper
	Superintendent of Beach Inspectors
+	Tourist/Information Officer
-	Works Foreman

Administrative/Technical/Trades Band Level 3 (B2 L3)	
-	Indicates classification skill level may also be in Level 2
B3	Indicates classification skill level may also be in Band 3
	Chief Draftsman
-	Chief Weeds Officer
-	Civic Centre Manager / Sporting and Cultural Centre Manager
B3 -	Clerk/Graded (Treasurer (unqualified), Senior Executive officer, etc)
-	Fire Control Officer
B3 -	Industry Promotions Officer / Economic Development Officers
-	Overseer / Maintenance and Construction Overseer & Town Services Overseer
-	Parks Supervisor
-	Plant Superintendent
B3 -	Public Relations/Publicity Officer
-	Senior Plumbing and Drainage Inspector
	Senior Engineering Assistant
-	Senior Draftsman
-	Tourist/Information Officer

Professional/Specialist Level 1 (B3 L1)	
+ Indicates classification skill level may also be in Level 2 B2 Indicates classification skill level may also be in Band 2	
	Assistant Town Planner
	Building Surveyor
+	Community Services Staff (degree; social worker; family day care co-ordinator, recreation officer etc)
B2 +	Graded Clerk (EDP Manager, personnel officer, admin officer, WH&S officer, etc)
	Health Surveyor (graded)
B2 +	Industry Promotions Officer / Economic Development Officers
	Librarian
+	Professional Engineer
	Project Administrator Senior
B2 +	Public Relations/Publicity Officer
+	Surveyor
+	Teachers
+	Town Planner

Professional/Specialist Level 2 (B3 L2)	
- Indicates classification skill level may also be in Level 1 + Indicates classification skill level may also be in Level 3	
+	Accountant / Accountant Assets
	Branch/Specialist Librarian
-	Building Surveyor
+	Chief Clerk
+	Child Care Centre Director
-	Community Services Staff (social worker, family day care co-ordinator, recreation officer etc)
+	Deputy Chief Librarian
	District Health Surveyor
- +	Graded Clerk (EDP Manager, Personnel Officer, administration officer, WH&S officer)
-	Industry Promotions Officer / Economic Development Officer
+	Manager Health and Building / Development
-	Professional Engineer
+	Projects and Assets Engineer
-	Public Relations/Publicity Officer
+	Senior Building Surveyor
+	Senior Engineer
-	Surveyor
-	Teacher
- +	Town Planner

Professional/Specialist Level 3 (B3 L3)	
- Indicates classification skill level may also be in Level 2 + Indicates classification skill level may also be in Level 4	
-	Accountant / Accountant Assets
+	Assistant Deputy Health Surveyor
+	Chief Librarian
-	Chief Clerk
-	Child Care Centre Director
+	Community Services Co-ordinator
-	Deputy Chief Librarian
+	Deputy Clerk
+	Deputy Chief Health Surveyor
+	Deputy Engineer
+	Deputy Chief Town Planner
+	Director – Community Services
- +	Graded Clerk (EDP Manager, Personnel Officer, Administration Officer, WH&S Officer, etc)
-	Manager Health and Building / Development
- +	Senior Engineer / Manager Roads Infrastructure & Town Services Manager & Asset Manager
+	Senior Engineer – Projects
	Senior Health Surveyor
-	Senior Building Surveyor
- +	Town Planner
+	Treasurer

Professional/Specialist Level 4 (B3 L4)	
- Indicates classification skill level may also be in Level 3	
-	Assistant Deputy Health Surveyor
B4 -	Chief Librarian (Librarian)
-	Community Services Co-Ordinator
-	Deputy Chief Town Planner
-	Deputy Chief Health Surveyor
-	Deputy Engineer
-	Deputy Clerk
B4 -	Director – Community Services
-	Senior Engineer / Senior Engineer Projects
-	Town Planner
-	Treasurer

Band 4 Executive**B3 Indicates classification skill level may also be in Band 3**

	Chief Health and Building Surveyor
	Chief Town Planner
B3	Chief Librarian
	Chief Engineer
	Director – Corporate Services / Divisional Manager Finance & Administration Services
	Director – Environmental Services
	Director – Works and Technical Services / Divisional Manager Engineering Services
B3	Director – Community Services
	General Manager
	Town Clerk