



LOCAL GOVERNMENT MANAGERS AUSTRALIA PROFESSIONAL DEVELOPMENT PLACEMENT PROGRAMME

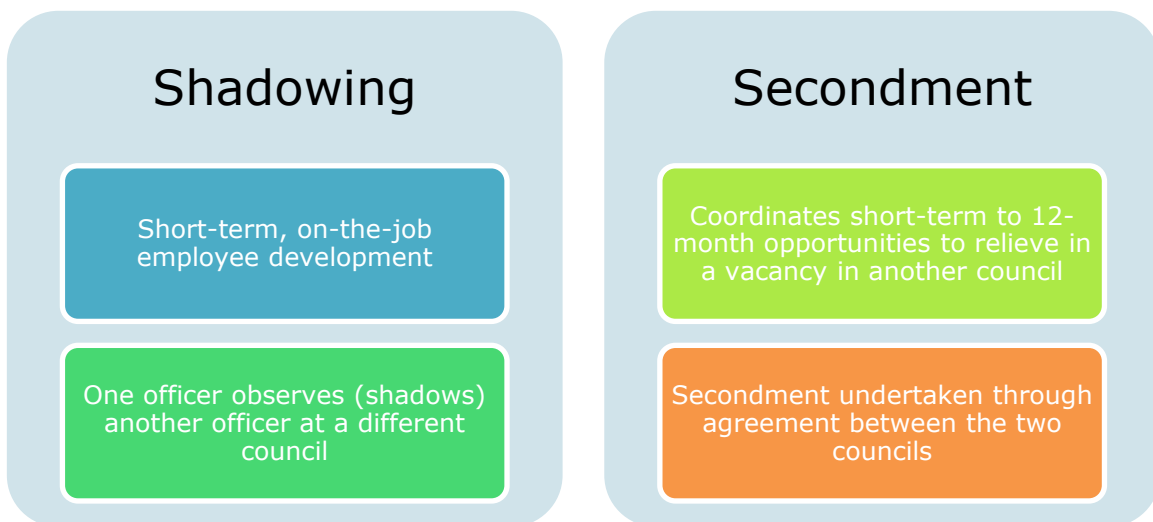
Background

LGMA offers a Professional Development Placement Programme. This is one of the LGMA initiatives aimed at supporting the retention and development of quality employees in the local government sector.

Ongoing discussions with Queensland councils have identified that there is a high risk to councils of losing talented and valued officers due to limited capacity to offer targeted development opportunities, including shadowing experienced officers from other councils or acting in higher or different roles. Inter-council secondments and learning activities have been recognised as a valuable enhancement to employment and employee retention in local government.

Programme Description

The Professional Development Placement Programme will offer two streams.



Both programme streams aim to:

- Broaden the skills and experience of local government officers in Queensland
- Provide opportunities which may not be available to an officer within their own council
- Assist councils in filling short- to medium-term vacancies
- Assist councils to access skills and competencies that may not be readily available within existing officer cohorts
- Encourage skilled officers to be retained in the local government sector
- Build cross-council networks

The Shadowing Programme

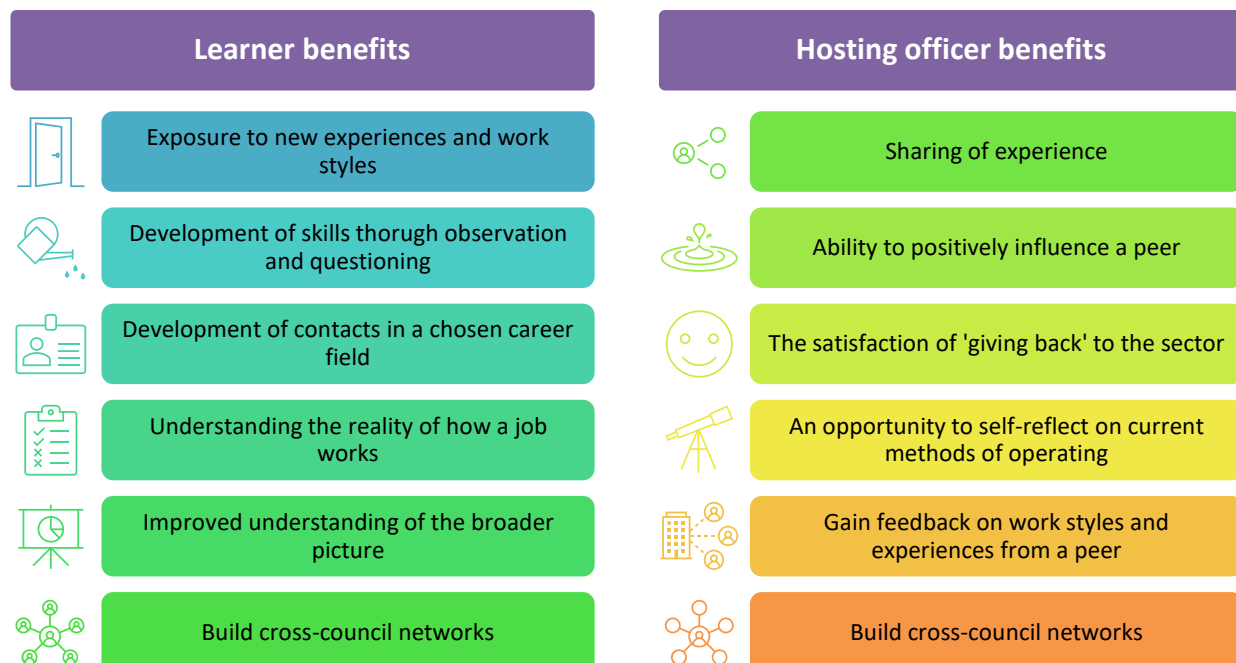
The Shadowing Programme is a short-term, on-the-job employee development activity in which one officer observes (shadows) another officer at a different council in order to learn from them. Job shadowing allows an officer to gain comprehensive knowledge about another role and what that role entails daily. Each experience will be different, however, typically the observing officer will follow an employee and observe them partaking in their day-to-day work.

Shadowing provides a far richer experience about a particular role than just reading about a job. It allows the learner to see and understand the nuances of a particular job as the observing officer can see firsthand how the host officer works to achieve the key deliverables expected.

Shadowing is of value when an officer has expressed an interest in doing a different job, or their own job differently. It is often suitable when an officer is relatively new to a role or is taking on new responsibilities/projects within their role. Exposure to how the role works at another council will provide value to the observing officer by giving them exposure to the role in a different work environment.

The Shadowing Programme is especially effective because seeing something is a more meaningful experience than the 'telling' of the same experience. During the Shadowing Programme, the observes the delivery of the job in real time. The learner also sees and experiences the nuances of how the service is provided and how the job is performed. The learner experiences the employee's approach, the interpersonal interaction required, the steps and actions necessary and the components needed to effectively perform the job.

Shadowing Programme Benefits



Programme Elements

Learner: An officer seeking professional development in the form of shadowing.

Hosting Officer: An appropriately qualified officer prepared to contribute to the development of another officer by being shadowed.

Application: An officer seeking to participate in the Shadowing Programme is to complete the application form and obtain all necessary permissions from their manager prior to emailing the form to LGMA Queensland.

Duration of Programme: three - five days with options for different duration subject to the needs of both parties.

Programme eligibility

Learners must be employed by a Queensland local government at the time of application and at the time of execution of the programme.

Hosting officers must be employed by a Queensland local government who is a subscribing council to LGMA at the time of application and at the time of execution of the programme.

Shadowing Programme requirements

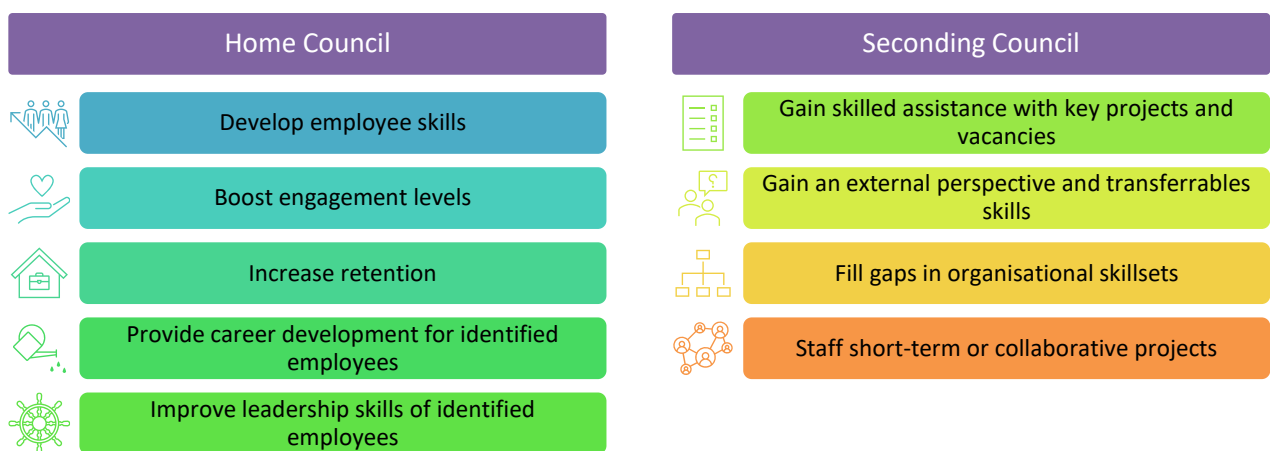
Location and timing	<ul style="list-style-type: none"> A mix of in-person and online shadowing is possible. Some roles can only be effectively shadowed in-person. The observing officer can nominate preferred regions, councils and dates.
Coordination	<ul style="list-style-type: none"> LGMA matches learners with hosting officers on a best fit and availability basis.
Costs	<ul style="list-style-type: none"> A non-refundable administration fee of \$280 applies. Should the match be refused by the learner, a subsequent fee of \$110 will be charged for the second match. All costs of attending the host council are the responsibility of the learner's council.
Employment status	<ul style="list-style-type: none"> There are no changes to participants' employment status through the programme.
Risk, Work Health and Safety	<ul style="list-style-type: none"> Learners agree to abide by the host council's risk and work health and safety policies, processes and requirements.
Programme close out	<ul style="list-style-type: none"> At the conclusion of the shadowing programme, the learner and the hosting officer will submit a feedback form to LGMA.

The Secondment Programme

The Secondment Programme coordinates short-term to 12-month relieving opportunities between a council with a staffing vacancy and a council officer from a different council who could fill that vacancy. Secondments are an agreement between two councils whereby the home council ‘lends’ an employee to another council (the ‘seconding’ council) for a stated period.

The salary and conditions applicable to the employee may be different to those at their home council depending on the position. Any adjustments are at the cost of the seconding council however the process for recompense of these is by agreement between the two councils as suits.

Secondment Programme Benefits



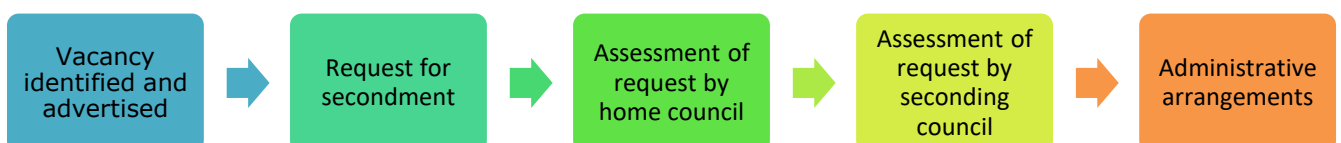
Secondment Programme Process

Secondments can occur for an initial period of up to 12 months. Extensions beyond the 12-month period will be subject to further approval of both the home council and the seconding council.

To facilitate secondments between councils, LGMA will:

- Promote secondment opportunities and coordinate the receipt of nominations for secondment; and
- Provide participating councils with generic agreements for the secondment of officers.

To formalise the process the following procedures will occur:



Vacancy identified and advertised

A council identifies a vacancy that they wish fill through a secondment opportunity. They complete an *Advice of Secondment Opportunity* form and submit this to LGMA.

Participating councils then advertise the secondment opportunity through internal job sites and other council communication mechanisms such as organisation-wide emails, noticeboards and internal newsletters.

Request for secondment

A council employee interested in the role completes the *EOI Secondment Application* form. The completed form, endorsed by their Line Manager and Chief Executive Officer is submitted to LGMA.

LGMA forwards these EOIs to the relevant council for consideration and/or recruitment and selection process.

Assessment of request – home council

LGMA will not forward nominations for secondment unless the approval of the Chief Executive Officer of the officer's home council has already been received. The decision to approve a secondment application is at the discretion of the Chief Executive Officer. The needs of both councils and the employee must be considered.

In approving a secondment, the home council must provide the employee with information regarding ongoing entitlement to their substantive position or placement into a position of equivalent classification on completion of the secondment.

Following the decision by the home council on whether to support the application, written advice must be provided to the employee. If the employee is unable to be released due to organisational demands (i.e., workload demands within the organisation) or other reasons, it is recommended that clear justifiable reasons for denying the request be provided.

Where a secondment is to occur, written advice must be provided to the employee by the home council and must contain:

- Details of the period of secondment
- Confirmation of continuity of service
- Salary arrangements for the duration of the secondment, including standard deductions
- Ongoing entitlements and conditions for leave/superannuation
- Information regarding the employee's substantive position or placement into a position of equivalent classification on completion of their secondment.

Assessment of request – seconding council

The seconding council will assess applications and determine a suitable application. The seconding council will then provide advice to all unsuccessful nominees advising them of the outcome.

The decision to accept an application and take on a secondment is at the discretion of the seconding council.

In approving a secondment, the seconding council must provide the employee and the home council with written advice including:

- Details of the position
- Period of secondment
- Salary arrangements for the duration of the secondment, including standard deductions
- Entitlements and conditions for leave/superannuation.

Arrangements for secondment will proceed only after agreement is reached between the home and seconding councils and the employee seeking secondment.

Administrative requirements

The home council is responsible for liaising with the seconding council to determine salary arrangements, including deductions that are usually made from the employee's salary. Two options are available for managing the payroll administration of the employee:

1. Responsibility will remain with the home council. A reimbursement process is then administered between the respective councils.
2. Responsibility for payroll administration will transfer during the secondment period to the seconding council.

A secondment at a higher level than the employee's substantive classification will attract the remuneration and conditions applicable to the higher-level position. These higher payments will cease when the employee completes the secondment and returns to their substantive position or level.

Annual leave should be reconciled at the end of the secondment period. Therefore, all leave accrued during the secondment period should be taken either:

- During the secondment period.
- Reconciled between the home and the seconding council at the cessation of the secondment.

During the period of secondment, the employee will remain an employee of the home council and will therefore be accorded the same rights as all other employees. In the event of any communication or consultation with home council staff, the seconded employee will be included as part of the process as if they were working in the council at the time, e.g., organisational restructuring. The seconded employee will also be entitled to be considered for any vacant positions as if they were working in the council.

Commitment from participating councils

Commitment	Detail
1. Identify suitable job vacancies for secondment	Identify vacancies and submit to LGMA for advertising
2. Advertise secondment vacancies from other councils	Advertise secondment vacancies using internal career sites and other internal communication mechanisms
3. Identify individuals through the career development process for job shadowing	Utilise existing performance and development mechanisms to identify individuals suitable for job shadowing both hosting and participating

Questions about the Professional Development Placement Programme

For any questions regarding the professional development programmes, please contact LGMA Placement Programme via membership@lgmaqld.org.au or (07) 3174 5007.