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Department of Finance and Administration



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**Recruiting and Retaining Staff
in a High-Pressure Environment**



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Overview of Finance

- Purpose
- Four Outcomes
- Approximately 1500 staff
- Seven Business Groups
- Finance Valued Behaviours



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Strategies to attract and retain staff

- Staff retention is a key priority for Finance.
- Finance has developed and implemented a number of initiatives and policies to:
 - improve employee attraction and retention;
 - promote a flexible and positive approach to balancing work and other life interests; and
 - recognise and reward staff for their contributions.



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Policies

- New policies were developed to:
 - improve employee attraction and retention;
 - promote a flexible and positive approach to balancing work and other life interest; and
 - to recognise and reward staff for their contributions.
- Examples are:
 - Time off in Lieu;
 - Supplementary Leave;
 - Personal Leave;
 - Christmas Closedown; and
 - Parental Leave.



Initiatives

- New initiatives to assist in recruiting and retaining staff include:
 - e- Recruitment System;
 - Mobility Program;
 - Review of Performance Management System;
 - Annual Staff Survey;
 - New Learning and Development Framework;
 - Exit Survey; and
 - Professional Memberships Policy.



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Other Benefits

- A number of other benefits have been introduced to assist in recruiting and retaining staff, including:
 - Flexible working arrangements;
 - Health Program;
 - Social Network;
 - Free parking;
 - Women's Network;
 - Gym;
 - Carer's room;
 - Abacus Child Care Centre; and
 - Employee Assistance Program.



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Remuneration

- Annual remuneration review
 - competitive remuneration structure;
 - compare against broader APS;
 - 2006 remuneration review outcomes:
 - Conducted in June 2006;
 - 4% across the board increase for those staff on AWAs; and
 - for staff that were also eligible for pay point advancement, provided a pay increase of approximately 6%.



Streamlined Recruitment Processes

- To assist with recruitment and selection aim to make it as easy as possible, through:
 - In 05/06 Finance streamlined its recruitment processes to reduce candidate withdrawal rates during recruitment processes.
 - Delegation Changes.
 - Training for all SES.
 - Six week completion requirement.



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Workforce Planning

- Workforce planning work also aims to assist to position Finance through:
 - The development of a comprehensive plan to recruit, retain and develop talented and high performing staff is a high priority for Finance.
 - Workforce Planning Team established at the end of 2006.
 - Workforce planning strategy to be finalised for the whole of Finance by mid 2007.
 - Influence skill identification and planning.



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Learning and Development

- Committed to enhancing the expertise and capability of its staff through generous learning and development programs and support.
 - Study support of \$7,500 per financial year plus time off; and
 - Centralised coordinated programs for each level of staff.



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Role of leaders in assisting with retention

- Leaders in Finance play a critical role in assisting with increasing retention through:
 - shaping strategic thinking/planning;
 - recognising contributions;
 - cultivating productive working relationships;
 - leading by example;
 - communicating with influence;
 - exemplify personal drive and integrity;
 - developing teams;
 - mentoring and coaching of staff; and
 - motivating themselves and their team.



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Are there particular leadership traits that are important in such a high – pressure environment?

- Political antenna
- Care for the people they lead
- Ability to make the most of what you have
- Understanding
- Strong Communications skills
- Ability to listen
- Appreciation of staff workloads and efforts
- Working together, not just for



Developing Leaders

- Focus on leadership development for staff from APS 6 to SES officers.
 - Aim to help develop and train managers by ensuring managers have the required leadership skills.
 - Contributes to reducing staff turnover by providing managers with the appropriate skills and support.
- Two in-house programs developed:
 - The *Leadership Essentials* course – is designed to enhance the Department's leadership capability through experimental and reflective learning and provide the opportunity for development through interaction with peers.
 - The *Leadership Programme for Experienced EL 2 Officers and Leading and Managing in Finance* for less experienced EL 2 staff.



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Have they worked?

- Finance's retention rate has increased. Staff turnover rate was 22% in 2004/2005 and decreased to 19% in 2005/2006.
- Applications increasing for general recruitment.
 - For the 2005/2006 year Finance received an average of ten applications for each position advertised. This is an eleven per cent increase from 2004-2005.
- 70% of Finance staff's overall satisfaction with their job and Finance as an employer. This is an increase from previous staff survey results.



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Questions?