

**THE ROLE OF THE
WORKPLACE MENTOR IN
SUPPORTING AND
RETAINING THE
WORKFORCE TO IMPROVE
SERVICE DELIVERY**

A landscape photograph of a coastal area. In the foreground, a gnarled, leafless tree trunk stands prominently. The background shows a wide, sandy beach leading to a calm body of water under a clear blue sky. The overall scene is bright and sunny.

DAVID KELLY.

**WORKPLACE MENTOR
CENTRAL DESERT SHIRE
COUNCIL**

YUENDUMU COMMUNITY

WORKSHOP CONTENT

***My Journey
Setting the Scene***

***The role of the Workplace
Mentor in Supporting and
Retaining the Workforce to
Improve Service Delivery***

SETTING THE SCENE

Northern Territory Snapshot

**Background - Central Desert Shire
Council**

NORTHERN TERRITORY

- 3rd Largest area 1,352,176 square kms.
- Population of 211,946
- Darwin population 73,000
- 4th largest Indigenous population outside NSW, Qld and WA
- Indigenous population 30% (64,000) - 38% under 15 and 75% live outside major towns of Darwin, Palmerston, Alice Springs, Katherine and Tennant Creek. This is compared to 83% of non-Indigenous people who live in urban areas
- 40% of school aged children are Indigenous
- 90% of Remote communities have no substance abuse facility
- 54% remote communities don't have health clinics
- End stage renal disease 30 time higher in some regions of NT compared to other regions Australia. 87% renal patients are Indigenous
- 641 discrete Indigenous communities.
- Majority of Indigenous people have no access to mainstream services.
- Lowest school retention rate and participation in Australia across all jurisdictions.
- NT Emergency Response (Intervention) 2007
- 2012 stronger futures

CENTRAL DESERT SHIRE COUNCIL

Prior to June 2008 there was some 63 local community government councils and associations. There were dissolved under the NT Local Government reform process and created into 8 Shires.

The Central Desert Shire takes in a large area of unincorporated land, and communities that were previously managed by the local government bodies of:

- × ANMATJERE COMMUNITY GOVERNMENT COUNCIL**
- × YUELAMU COMMUNITY INC**
- × ATITJERE COMMUNITY GOVERNMENT COUNCIL**
- × NYIRRIPI COMMUNITY INC**
- × LAJAMANU COMMUNITY GOVERNMENT COUNCIL**
- × YUENDUMU AND WILLOWRA COMMUNITY GOVERNMENT COUNCIL**





Central Desert Shire has a land mass of approximately 282,093km². The Shire comprises of 9 major remote communities, many outstations and commercial enterprises such as Tourism, Mining and pastoral properties scattered throughout the Shire. Total population is approx 4,818

COMMUNITIES WITHIN CENTRAL DESERT SHIRE COUNCIL

Alice Springs
(Head Office) 60

	Population	Staff
Atitjere (Harts Range)	282	26
Engawala	165	20
Laramba	311	22
Lajamanu	790	28
Nyirripi	278	16
Ti-Tree	661	35
Willowra	301	22
Yuelamu	236	26
Yuendumu	817	55

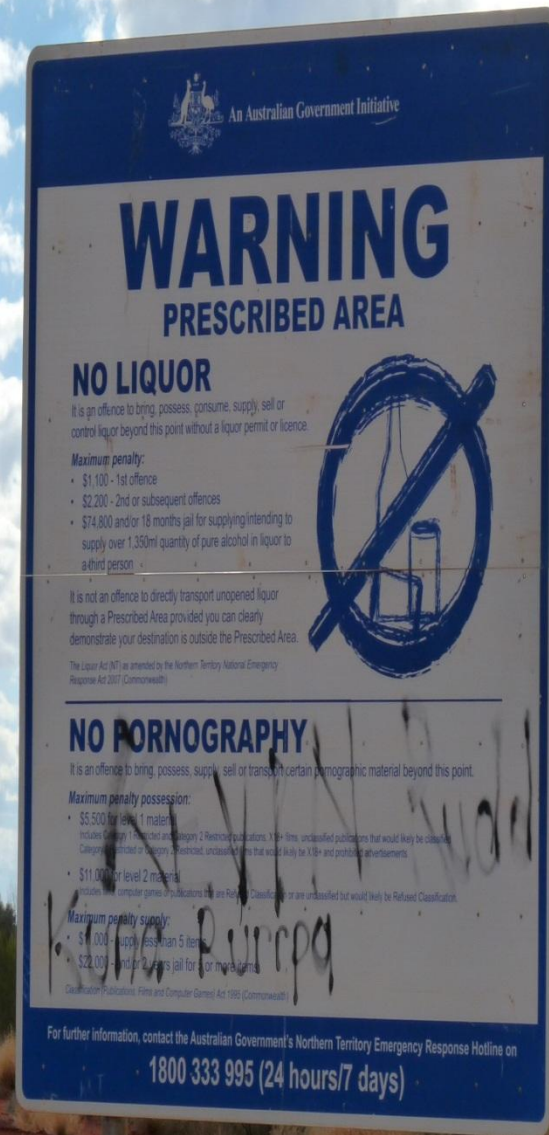
Other Communities 274

Totals 3701 333

Shire Service Manager
Administration Officer
Housing Officer
Administration – Post Office
CDEP Coordinator
Essential Service Officer
Supervisor – Works
Supervisor – Child Care
Supervisor – Aged Care
Supervisor – Sports and Rec
Administration Officer Centrelink
Night Patrol
Field Officers:
Aged Care
Child Care
Sport and Rec
Administration.

Distance from Alice Springs to CDSC Communities

	Dist from Alice	Unsealed kms
Atitjere	196	(44)
Engawala	181	(29)
Lajamanu	885	(644)
Laramba	203	(83)
Nyirripi	430	(214)
Ti-Tree	192	
Willowra	337	(130)
Yuelamu	298	(88)
Yuendumu	308	(65)



WORKPLACE MENTORS

Kelly Rae – Alice Springs

- **Ti Tree** (Anmatjere)
- **Harts Range** (Atitjere)
- **Engawala** (Alcoota Station)
- **Laramba** (Napperby)

David Kelly – Yuendumu

- **Lajamanu** (Hooker Creek)
- **Nyirripi** (Waite Creek)
- **Willowra** (Wirliyajarrayi)
- **Yuelumu** (Mt Allen)
- **Yuendumu**

WORKPLACE MENTORS

- **Background of Program**
- **Role of Workplace Mentors**
- **Post Recruitment**
- **Continuous Improvement**
- **Workforce Planning and Development**
- **Induction DVD**

BACKGROUND

- 
- **NT Remote Shires and Regional Town Council Project**
 - **Lack of support on the ground at Shire Delivery Centers**
 - **DEEWR released finding to DHLG&RS for Workplace Mentors to address retention rates and improve on ground support**
 - **Originally only for Growth Towns.**

ROLE OF WORKPLACE MENTORS

- × Briefly the Workplace Mentors will be Human Resources footprint on the ground partnering Regional Managers, Shire Service Managers and Works Coordinators, to name a few, to retain and support Indigenous employees at the community level.
- × Workplace mentoring interview
- × Training needs analysis/Skills gap
- × Career planning
- × Induction and information presentations
- × Exit interviews
- × Probation and performance management

POST RECRUITMENT

To Support Supervisors and Managers in their on-going activities of Indigenous and Non-Indigenous Employment by;

- × Assisting in the design and annual review of councils induction materials and participate in staff inductions**
- × Development of materials to support Inductions process in ESL environments**
- × Completion of an electronic Induction DVD**
- × Offer advice and support to managers about their responsibilities and per CDSC induction Conformation**
- × Induction presentations in the Communities which should be delivered within 10 days of commencing duties**
- × A simple and easy to understand CDSC workforce planning and development strategy**

POST RECRUITMENT

- **Mentoring and support to supervisors and staff in fulfilling their Work Health and Safety obligations**
- **Tool box discussion/major hazards Information and Training delivered to all new employee's in delegated workplaces over an agreed period.**
- **Facilitation of probation process including providing support to direct supervisors and staff**
- **Probation meetings held during stipulated times for all new employees .**

POST RECRUITMENT

Working with managers and supervisors to provide on going support and coordination of development and training

Researching of retention and attraction of staff through workplace mentoring interviews conducted with all staff Members

Employee mentoring delivered to all relevant employees as planned –

2 interviews each year for Indigenous staff and interview per year for non-Indigenous staff

Interviews will be on one to one basis and confidential

Information can be used in the updating of Workplace Development Strategy

Submit monthly report to HR

POST RECRUITMENT

- × **Identifying specific training needs and pathways for employees reflecting individual needs and aspirations.**
- × **Information will be gathered from mentoring interviews**
- × **Look at gap analysis between job description and current skills.**
- × **Develop training requirements from interview information**
- × **Ensure that employees are aware of career pathways that are available in their chosen fields**

CONTINUOUS IMPROVEMENT

- × **Provide advice, assistance and feedback to the Training and Safety Coordinator and Human Resource Manager in the following;**
- × **Where possible interview all departing employees**
- × **Analyse exit interview forms and make recommendations to the HR manager**
- × **Review CDSC exit interview process.**
- × **Evaluation and review of HR Strategic Plan and Annual Training Plan**
- × **Development of culturally appropriate council policy and procedures**
- × **Evaluation of training programs and delivery**
- × **Maintain a confidential record of all individual staff mentoring**
- × **Develop a positive working relationship with community stakeholders**

WORKFORCE DEVELOPMENT

- ❖ **Develop a Workplace Development Strategy for the CDSC to address:**
- ❖ **Recruitment and Attraction**
- ❖ **Retention and Support**
- ❖ **Training and Skills Development**
- ❖ **Succession Planning and Career Development**
- ❖ **Advance and Strengthen Community Partnerships**
- ❖ **Implementation of Strategies**
- ❖ **Monitoring and Evaluation**

INDUCTION DVD A WORK IN PROGRESS

- × **Induction Pack is a weighty document that contains over 100 pages.**
- × **This is a deterrent to most employees**
- × **A DVD would enable Managers to save time inducting new employees, as well as reaching across cultural and literacy issues.**
- × **Would have introduction to CDSC in language**