



Government of
South Australia

LGA TRAINING NEEDS ANALYSIS

TRAINING REPORT

TAFE SA

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Analytical Summary

Background

This project is a critical part of a “Training Needs Analysis LG Sector Upskilling” strategy with TAFE SA and the LGA Education and Training (E&T). This project forms part of a collaborative arrangement with both parties formally recognised through an MOU.

AIM: TAFE SA will develop a training needs analysis report, (based on the analytics/metrics of the LG training needs analysis survey) and a corresponding customised training plan across the 5 regions, strategically aligned with LGA’s three key initiatives in order to upskill the sector;

Initiatives are:

- a) Leadership and Advocacy;
- b) Capacity Building and Sustainability and
- c) Best Practice and Continuous Improvement.

The training needs of the local government sector will be identified across the 5 LG regions analysing 12 job categories. The project will lead to the development of a training needs analysis report and plan. Actions will be undertaken by TAFE SA and will be unique to the LG sector aligning with the strategic direction of the LGA.

2017 STAGE 1: Research across 68 councils will occur with TAFE SA then developing a report and training needs analysis required to upskill the local government sector across the 5 regions.

2018 STAGE 2: Development of customised resources for priority training areas to upskill the local government sector will be identified.

2019 STAGE 3: Research and development across the broader 68 councils to ensure training best suits the needs of the local government sector.

TNA Findings

Of the 12 job roles investigated during face to face workgroups and via Survey Monkey, the categories outlined in this report are in order of instances where the skill gap was identified, forming the basis of training priority.

The job roles investigated were:

- ELECTED MEMBERS (reported findings separated below)

- ADMINISTRATION OFFICER
- AUTHORISED OFFICER
- COMMUNICATIONS OFFICER
- CUSTOMER SERVICE OFFICER
- FINANCE OFFICER
- GOVERNANCE OFFICER
- HR OFFICER

- PLANNING & INFRASTRUCTURE
- PROCUREMENT OFFICER
- SENIOR MANAGER
- WORKS MANAGER

Elected Members

Of note is that the Elected Members skill gaps were identified in a stand-alone focus group, covering skills, attributes and key areas of knowledge required to be an effective Elected Member.

The following training topics/courses were identified as a baseline knowledge requirement for Elected Members, supporting the raw data supplied to the LGA:

- Communicate with influence BSBLDR503
- Communicate effectively as a workplace leader BSBLDR401.
- Practice corporate social responsibility BSBMGT624
- Work with diverse people CHCDIV001
- Promote Aboriginal and/or Torres Strait Islander cultural safety CHCDIV002.
- Develop and implement diversity policy BSBDIV601
- Management Accounting Analysis Short Course (Manage finances BSBFIM601)
- Internal control system short course
- Manage project stakeholder engagement BSBPMG519.
- Lead and manage effective workplace relationships BSBLDR502.
- Lead and manage team effectiveness BSBWOR502
- Manage workforce planning BSBHRM513
- Provide leadership across the organisation BSBMGT605.
- Lead effective workplace relations BSBLDR402
- Communicate with influence BSBLDR503
- Practice corporate social responsibility BSBMGT624
- Internal Control System Short Course (Quality Area 7: Governance and Leadership Short Course)
- Wellbeing & Resilience - The Next Steps Short Course
- Develop and use emotional intelligence BSBLDR501
- Develop and maintain networks and collaborative partnerships CHCPRP001
- Work effectively with young people and their families CHCYTH011
- Lead and manage organisational change BSBINN601
- Manage human resources strategic planning BSBHRM602
- Management Accounting Analysis Short Course.
- Manage finances BSBFIM601
- Advanced Microsoft Word, Excel and Access
- Intermediate Microsoft Word, Excel and Access
- Introduction to Computing
- Introduction to Microsoft Access
- Introduction to Microsoft Excel
- Introduction to Microsoft PowerPoint

- Introduction to Microsoft Word
- Introduction to Social Media
- Searching the Internet and Introduction to Email using Microsoft Outlook
- Certificate I in Information, Digital Media and Technology
- Develop and implement strategic plans BSBMGT616
- Manage innovation and continuous improvement BSBMGT608
- Manage people performance BSBMGT502
- Establish and maintain strategic networks PSPGOV602B.

Digital Literacy

Digital literacy broadly was identified by numerous HR personnel as a skills gap in all roles by individuals in both workshops and from within the SurveyMonkey data collated.

Digital literacy is commonly 'learned' on the job in historic functions where personnel are commonly at differing levels of expertise.

The predominant courses discussed and identified as required are:

- Advanced Microsoft Word, Excel and Access
- Intermediate Microsoft Word, Excel and Access
- Introduction to Computing
- Introduction to Microsoft Access
- Introduction to Microsoft Excel
- Introduction to Microsoft PowerPoint
- Introduction to Microsoft Word
- Introduction to Social Media
- Searching the Internet and Introduction to Email using Microsoft Outlook
- Certificate I in Information, Digital Media and Technology.

Leadership, Mentoring and Coaching

The topic of providing strategic leadership, mentoring and coaching across Local Government was deemed to be a high priority and a key skill missing or requiring attention in numerous business areas.

This skills gap was evident across the following job functions:

- HR Officer
- Senior Manager
- Works Manager
- Planning and Infrastructure
- Communications Officer
- Finance Officer
- Elected Members.

The following courses and training options were identified to meet these immediate needs:

- Manage people performance BSBMGT502
- Lead and manage effective workplace relations BSBLDR502.
- Lead and manage team effectiveness BSBWOR502
- Cert IV Leadership & Management BSB42015
- Show leadership in the workplace BSBMGT401
- Effective personal leadership short course
- Leading and managing for results short course
- Challenge of leadership short course
- Communicate with influence BSBLDR503
- Communicate effectively as a workplace Leader BSBLDR401
- Practice corporate social responsibility BSBMGT624.

Change Management

The broad topic of Change Management was identified due to the ever-changing landscape evident in technologies, policies as examples. HR personnel also raised change management for the adoption of workplace cultures for new and existing employees.

Change Management skills set development needs were evident for personnel undertaking the following job functions:

- Administration Officer
- Authorised Officer
- Customer Service Officer
- Procurement Officer
- Senior Manager
- Planning and Infrastructure
- Works Manager
- Elected Members.

The following courses and training options were identified to meet these immediate needs:

- Managing Change Short Course.

Managing Customer Behavior/ Conflict resolution /Difficult Conversations

This topic was identified due to the large public facing role Local Government have as an operational function in meeting both the needs of communities and key external stakeholders.

The topic of conflict resolution was not only identified as an external public facing requirement but also as an internal workforce development need.

Job functions who were identified as having this development requirement are:

- Authorised Officer
- HR Officer
- Procurement officer
- Senior Manager
- Works Manager
- Elected Members.

The following courses and training options were identified to meet these immediate needs:

- Manage customer service BSBCUS401
- Lead team effectiveness BSBLDR403.

Investigations

This topic was raised in line with people leadership roles in addition to HR and Governance functions. A focus on investigations was related to council staff, but not limited to this with processes associated with infringements and domestic council responsibilities.

Most skill gaps were identified in process and appropriate documentation recording tasks. Job functions who were identified as having this development requirement are:

- HR Officer
- Procurement officer
- Senior Manager
- Works Manager
- Governance Officer
- Elected Members.

The following courses and training options were identified to meet these immediate needs:

- Conduct an investigation PSPINV002
- Finalise an investigation PSPINV003
- Gather information through interviews PSPREG012
- Plan and initiate an investigation PSPINV001

Intermittent Training Requirements

The following is an accumulation of training which was sporadically raised as a requirement across the differing roles and functions listed by skills needs, job roles identified and training options for consideration:

Emotional Intelligence

- Finance Officer
- HR Officer
- Planning and Infrastructure
- Procurement Officer
- Elected Members.

The following training course was identified to meet these immediate needs:

- Emotional Intelligence for Leaders BSBLDR501

Risk Management

- Governance Officer
- Elected Members.

The following training course was identified to meet these immediate needs:

Manage Risk BSBHRM513

Communication

- HR Officer
- Governance Officer
- Communications Officer
- Authorised Officer
- Elected Members

The following training course was identified to meet these immediate needs:

Communicate with influence BSBLDR503

Communicate effectively as a workplace Leader BSBLDR401

Time Management

- Communications Officer
- Senior Manager
- Finance Officer

The following training course was identified to meet these immediate needs:

Develop work priorities BSBWOR404

Manage personal work priorities and professional development BSBWOR501

Team Building

- Customer Service Officer

The following training course was identified to meet these immediate needs:

Lead Team Effectiveness BSBLDR403

Lead and Manage team effectiveness BSBWOR502

Analysing and Presenting Data

- Planning and Infrastructure
- HR Officer

The following training course was identified to meet these immediate needs:

Make a Presentation (BSBCMM401)

Undertake Small Business Planning (BSBSMB404)

Strategic Planning

- HR Officer

The following training course was identified to meet these immediate needs:

Develop and implement strategic plans BSBMGT616

Community Consultation

- Communications Officer

The following training course was identified to meet these immediate needs:

Develop and maintain networks and collaborative partnerships CHCPRP001

Social Media/Marketing

- Senior Manager
- Customer Service Officer
- Communications Officer

The following training course was identified to meet these immediate needs:

Introduction to social media short course
Savvy Social Media for Professionals short course
Digital Marketing Short Course
10118NAT Diploma Social Media & Marketing

Report Conclusion

The Elected Member baseline knowledge was discussed in the TNA focus group session as being a new approach to the on-boarding of Elected Members.

As training is not mandatory at this level, and the recruitment process is of a voting nature, the training/courses identified form a suite of options for consideration and can thereby assist local councils in being set up for success earlier on in the on-boarding process. The subsequent summary of findings differs for all Members and Council locations throughout South Australia.

The remaining job functions investigated have identified the following as a priority from the results of the frequency of the skills needs arising throughout the TNA process:

- Digital literacy
- Leadership, mentoring and coaching
- Change management
- Managing customer behavior/ Conflict resolution /Difficult conversations
- Investigations

Project Evaluation

The skills requirements and gaps identified from the two focus group sessions were a combination of Local Government staff consisting of:

Session 1 Elected Members

Session 2 Combined workgroups (predominantly HR personnel)

The data collated from the Elected Members focus group broadly represented expectations of Local Council Elected Members for current knowledge expectations and future training requirements.

Session 2 combined workgroups focus group was fortunate to have several Local Government HR personnel which added a significant amount of value in identifying the skills gaps in the eleven remaining job roles represented in this report.

The SurveyMonkey engagement by Councils did not meet TAFE SA's expectations in this project. Engagement was measured at a 0.2% strike rate (under 50 responses from 11,000 potential) across the state compared to an estimated 10% uptake. The LGA had requested to drive all communication through to Local Councils as the relationship manager for Local Council training. TAFE SA created a communication strategy for the LGA with key dates, milestones and communication content suggestions to adopt (see attachment 1A LGA TNA Timelines and Approach).

Throughout the process the LGA requested to postpone dates of key communication activity and required internal Local Council promoters of the TNA SurveyMonkey were not recruited to drive the required uptake and participation.

The overall effectiveness and participation of the SurveyMonkey produced only a portion of data to achieve the project outcomes detailed in this report, in comparison to the focus groups which produced the majority of training and skill gaps identified within this report.

Results from the implementation of training are unknown at this point to understand the true effectiveness of the gap findings as a result of the TNA. In our experience the true impact will be measured once training can be implemented.



15th
October

LGA – Mass Email invitation to all Metro council contacts (BCC Michael Bassham, Hilary Ashworth, Carole Trevena, Robin O’Dea) Requesting RSVP with what job role they are for the Focus Group Session on 7th November including the following work groups:

- CEO
- Administration officers
- Customer Service Officers
- Finance
- Governance
- Community Services
- Planning & development/Infrastructure
- City Strategy Group
- **2 more required**

*Requesting RSVP with what job role they are

LGA – Email remaining regional councils advising of the TNA SurveyMonkey Dates (suggestion of 8th November) promoting reasons, engagement, and 2 week timeframe to respond (22nd Nov end date)

16th
October

LGA – Call all 68 councils contacts to reiterate the plans, dates, and process to ensure local drivers in each council (Suggesting drivers be HR/L&D Mayor/CEO to echo the message from LGA) Metro message – Focus Group + SurveyMonkey, Regional Group – SurveyMonkey only. *Liz’s opportunity to capture all 192 job roles with appropriate messaging and engagement.

22nd Oct
through
to 2nd
Nov

TAFE SA Business Development and Regional Managers to contact all councils to back up LGA’s communication reiterating the plans, dates, and process to ensure local drivers in each council. (Combination of F2F, Phone/Email correspondence)

2nd Nov

LGA – Final email to all Metro Council contacts “Last chance to RSVP for Focus Group attendance”

5th Nov

LGA – advise TAFE SA numbers in attendance and what job classification for Focus Group session.

LGA and TAFE SA to finalise number of facilitators required for the 7th Nov Focus Group session.

7th Nov

TNA Focus Group- Local Government Staff, Boardroom - Murray and Mallee Room. Ground Floor, 148 Frome Street Adelaide; Boardroom - South East Region Room. Ground Floor, 148 Frome Street Adelaide

Preamble – *“An MOU was signed by TAFE SA’s Chief Executive and the LGA’s President on Friday, 21 April 2017 at the LGA’s OGM.*

The aim of the TAFE SA/ LGA training collaboration initiative is to offer training programs that meet the current and growing needs of the Local Government sector.

We are keen to listen to YOU and work with YOU to assist with all of your training needs. TAFE SA were successful in a round of funding made available through the LGA to undertake a job specific Training Needs Analysis across all South Australian councils. The results of this TNA will assist us to understand your training needs and the overall needs of the sector. The results of the TNA will establish current, growing, and future needs of the Local Government sector, and in turn will be meeting community needs, improving job satisfaction, engagement and staff retention.”

Agenda – 2 hr Maximum

Structure: Groupings as per guidance from LGA. (TBC + 2 remaining WG’s)

Group 1 – CEOs

Group 2 – Administration, Governance

Group 3 – Customer Service, Community Services,

Group 4 - City Strategy Group, Planning & development/Infrastructure, Finance

Questions: TBC with LGA

1. From your experience, what are 2-3 skills needed to be an effective in your role?
2. What are your current skills gaps you can identify?
3. From your experience, what are 2-3 attributes to be an effective in your role?
4. What are your current skills gaps you can identify?
5. From your experience, what are 2-3 key areas of knowledge to be an effective in your role?
6. What are your current skills gaps you can identify?
7. What do you believe 2-3 essential skills will be required of you future state?

Response Options:

1. Butchers paper with headings placed around the room, sticky notes for answers anonymously.
2. Questions structured on A4 capturing job role and responses (recommended option as we are grouping multiple work groups together which would identify singular job roles to skill gaps)

Training Needs Analysis 2018

8th Nov

LGA – Send SurveyMonkey to all 68 Councils endeavouring to reach the 192 job roles that exist. Define messaging to set expectations (i.e. “this response will take 8-10 minutes to complete”) with set timeframe for completion by 22nd November 2018.

15th Nov

LGA – Mass email to all council contacts – “1 week remaining to complete survey responses”

21st/22nd
Nov

LGA – Mass email to all council contacts – “Final Call”

23rd Nov

LGA – Collate survey responses from agreed job roles defined in scope to send through to TAFE SA.

26th Nov

TAFE SA – combine Focus Group data with SurveyMonkey responses to complete training needs analysis mapping skill gaps by work group to training.

14th Dec

TAFE SA – provide LGA with completed TNA report of all findings and suggested training options for consideration and implementation.

This concludes the TNA Project.

Q2 Council

Answered: 20 Skipped: 0

#	RESPONSES	DATE
1	City of Salisbury	12/18/2018 11:03 AM
2	Campbelltown	12/11/2018 1:50 PM
3	Southern Mallee District Council	12/11/2018 9:54 AM
4	Southern Mallee	12/11/2018 9:40 AM
5	Southern Mallee District council	12/10/2018 10:59 PM
6	COPPER COAST COUNCIL	12/10/2018 3:54 PM
7	City of Salisbury	12/10/2018 9:53 AM
8	District Council of Streaky Bay	12/7/2018 11:01 AM
9	City of Salisbury	12/7/2018 10:47 AM
10	DCSB	12/7/2018 10:27 AM
11	District Council Streaky Bay	12/6/2018 4:03 PM
12	City of Salisbury	12/6/2018 2:07 PM
13	City of Salisbury	12/6/2018 2:06 PM
14	City of Salisbury	12/6/2018 12:02 PM
15	Port Pirie Regional Council	12/6/2018 9:52 AM
16	The Barossa Council	12/5/2018 8:33 PM
17	Coorong District Council	12/5/2018 8:22 PM
18	District Council of Coober Pedy	12/5/2018 5:29 PM
19	District Council of Coober Pedy	12/5/2018 4:50 PM
20	Barunga West Council	12/5/2018 3:16 PM

Q6 Section 1: Sharing Your Experience Question one: In your experience what are the top THREE skills needed to be effective in your role? (Skill definition: the ability to do something well; with expertise. I.e. communicate, negotiate, influence.)

Answered: 20 Skipped: 0

ANSWER CHOICES	RESPONSES
1.	100.00% 20
2.	100.00% 20
3.	100.00% 20

#	1.	DATE
1	Good communicator	12/18/2018 11:03 AM
2	Lead	12/11/2018 1:50 PM
3	Problem Solving	12/11/2018 9:54 AM
4	communicate	12/11/2018 9:40 AM
5	Finance knowledge	12/10/2018 10:59 PM
6	Listening	12/10/2018 3:54 PM
7	Planning	12/10/2018 9:53 AM
8	Communication	12/7/2018 11:01 AM
9	Communication	12/7/2018 10:47 AM
10	High level of oral and written communication	12/7/2018 10:27 AM
11	Communication	12/6/2018 4:03 PM
12	communication	12/6/2018 2:07 PM
13	Communication	12/6/2018 2:06 PM
14	Effective Communication	12/6/2018 12:02 PM
15	communication	12/6/2018 9:52 AM
16	Interpersonal skills	12/5/2018 8:33 PM
17	Communicate	12/5/2018 8:22 PM
18	Communication	12/5/2018 5:29 PM
19	accuracy	12/5/2018 4:50 PM
20	organization	12/5/2018 3:16 PM

#	2.	DATE
1	Well developed writing skills (e.g. reports, emails, instructions)	12/18/2018 11:03 AM
2	Influence	12/11/2018 1:50 PM
3	Communication	12/11/2018 9:54 AM
4	influence	12/11/2018 9:40 AM
5	Communication - oral and written	12/10/2018 10:59 PM
6	Making decisions	12/10/2018 3:54 PM
7	Communication	12/10/2018 9:53 AM
8	Negotiation	12/7/2018 11:01 AM
9	Build/ maintain relationships/ networks	12/7/2018 10:47 AM

10	Excellent Customer Service	12/7/2018 10:27 AM
11	Time Management	12/6/2018 4:03 PM
12	attention to detail	12/6/2018 2:07 PM
13	Influencing	12/6/2018 2:06 PM
14	Team Work	12/6/2018 12:02 PM
15	employee relations	12/6/2018 9:52 AM
16	Technical skills	12/5/2018 8:33 PM
17	Disseminate	12/5/2018 8:22 PM
18	Conflict Resolution	12/5/2018 5:29 PM
19	timeliness	12/5/2018 4:50 PM
20	communication	12/5/2018 3:16 PM
#	3,	DATE
1	Ability to interpret documentation	12/18/2018 11:03 AM
2	Planning	12/11/2018 1:50 PM
3	Organisation	12/11/2018 9:54 AM
4	time management	12/11/2018 9:40 AM
5	Leadership	12/10/2018 10:59 PM
6	Team leadership	12/10/2018 3:54 PM
7	Collaboration	12/10/2018 9:53 AM
8	Knowledge and Understanding	12/7/2018 11:01 AM
9	Problem Solving/ Flexibility	12/7/2018 10:47 AM
10	Ability to multi task	12/7/2018 10:27 AM
11	Part of a team	12/6/2018 4:03 PM
12	time management	12/6/2018 2:07 PM
13	Report writing	12/6/2018 2:06 PM
14	Initiative	12/6/2018 12:02 PM
15	performance management	12/6/2018 9:52 AM
16	Business acumen	12/5/2018 8:33 PM
17	Strategise	12/5/2018 8:22 PM
18	Time Management	12/5/2018 5:29 PM
19	organisation	12/5/2018 4:50 PM
20	prioritize	12/5/2018 3:16 PM

Q7 What do you see as your current gaps? (I.e. "I need to up-skill so I can manage difficult conversations for coaching")

Answered: 20 Skipped: 0

#	RESPONSES	DATE
1	Continue to build on my knowledge of local government	12/18/2018 11:03 AM
2	I need to build trust to influence at the executive level	12/11/2018 1:50 PM
3	Would like to have more skills to feel more confident in my position.	12/11/2018 9:54 AM
4	I lack the ability to encourage other staff in Records Management without sounding bossy.	12/11/2018 9:40 AM
5	Report writing, further finance training, Human Resources (contracts and performance reviews)	12/10/2018 10:59 PM
6	I need to up skill in team building training and team building activities	12/10/2018 3:54 PM
7	Leadership and mentoring coaching, strategic marketing planning sessions	12/10/2018 9:53 AM
8	conflict resolution	12/7/2018 11:01 AM
9	Stepping into a new leadership role, my current gaps is having the difficult conversations with team members	12/7/2018 10:47 AM
10	Develop my IT skills across Microsoft Office Develop social media and marketing skills	12/7/2018 10:27 AM
11	- Managing difficult situations with staff / conflict - Up skill in Community consultation - new ways to engage - confidence building	12/6/2018 4:03 PM
12	no specific gaps but will benefit from: - getting the best of your staff; - any personal development/leadership training; - dealing with difficult customers/situations; - presenting to an audience	12/6/2018 2:07 PM
13	HR Metrics - analysing and presenting data	12/6/2018 2:06 PM
14	Difficult conversations with staff and influences from other managers/staff from other divisions.	12/6/2018 12:02 PM
15	Writing and developing strategic plans	12/6/2018 9:52 AM
16	mediation conflict resolution	12/5/2018 8:33 PM
17	Managing difficult behaviour (at all levels), due diligence	12/5/2018 8:22 PM
18	Software Training in Synergy and the need for development of Debt Recovery Policy and Procedures	12/5/2018 5:29 PM
19	I need to up-skill on all of my skills as I am relying on what I was taught, using old methods and not having time to learn new or better ways	12/5/2018 4:50 PM
20	more role specific training from people with experience in my job. ideas etc for better ways of managing different aspects of the job	12/5/2018 3:16 PM

Q8 Question Two: In your experience what are the top THREE attributes needed to be effective in your role? (Attribute definition: a quality or feature regarded as a characteristic or inherent part of someone or something. I.e. adaptable, communicative, empathetic)

Answered: 20 Skipped: 0

ANSWER CHOICES	RESPONSES
1.	100.00% 20
2.	100.00% 20
3.	100.00% 20

#	1.	DATE
1	Approachable - someone who is sought out by the business to provide input	12/18/2018 11:03 AM
2	people skills	12/11/2018 1:50 PM
3	Cooperative	12/11/2018 9:54 AM
4	attention to detail - thorough	12/11/2018 9:40 AM
5	leadership	12/10/2018 10:59 PM
6	Knowledgeable	12/10/2018 3:54 PM
7	Adaptable	12/10/2018 9:53 AM
8	adaptable	12/7/2018 11:01 AM
9	Communicative	12/7/2018 10:47 AM
10	Friendly engaging personality	12/7/2018 10:27 AM
11	Approachable	12/6/2018 4:03 PM
12	empathetic	12/6/2018 2:07 PM
13	Adaptable	12/6/2018 2:06 PM
14	Effective communication	12/6/2018 12:02 PM
15	Organisation	12/6/2018 9:52 AM
16	Flexibility	12/5/2018 8:33 PM
17	Empathetic	12/5/2018 8:22 PM
18	Effective Listener	12/5/2018 5:29 PM
19	organised	12/5/2018 4:50 PM
20	good under pressure	12/5/2018 3:16 PM

#	2.	DATE
1	Knowledgeable, or able to find the answers to queries	12/18/2018 11:03 AM
2	empathetic	12/11/2018 1:50 PM
3	Trustworthy	12/11/2018 9:54 AM
4	flexible [not upset by interruptions]	12/11/2018 9:40 AM
5	communicative	12/10/2018 10:59 PM
6	Ability to make decisions	12/10/2018 3:54 PM
7	Proactive	12/10/2018 9:53 AM
8	empathetic	12/7/2018 11:01 AM
9	Flexible	12/7/2018 10:47 AM

10	Passion and enthusiasm for local community	12/7/2018 10:27 AM
11	Communicative	12/6/2018 4:03 PM
12	genuine	12/6/2018 2:07 PM
13	Empathetic	12/6/2018 2:06 PM
14	Solution based thinking	12/6/2018 12:02 PM
15	Ethics	12/6/2018 9:52 AM
16	Patient and Tactful	12/5/2018 8:33 PM
17	Relatable	12/5/2018 8:22 PM
18	Team Player	12/5/2018 5:29 PM
19	accurate	12/5/2018 4:50 PM
20	adaptable	12/5/2018 3:16 PM
#	3.	DATE
1	Influential	12/18/2018 11:03 AM
2	resiliant	12/11/2018 1:50 PM
3	Proactive	12/11/2018 9:54 AM
4	communicative	12/11/2018 9:40 AM
5	empathetic	12/10/2018 10:59 PM
6	Pro active	12/10/2018 3:54 PM
7	Organised	12/10/2018 9:53 AM
8	supportive	12/7/2018 11:01 AM
9	Logical	12/7/2018 10:47 AM
10	Honest and reliable	12/7/2018 10:27 AM
11	Adaptable	12/6/2018 4:03 PM
12	adaptable	12/6/2018 2:07 PM
13	Resourceful	12/6/2018 2:06 PM
14	Being adaptable to change	12/6/2018 12:02 PM
15	Problem Solving	12/6/2018 9:52 AM
16	Collaborative	12/5/2018 8:33 PM
17	Flexible	12/5/2018 8:22 PM
18	Detail Orientated	12/5/2018 5:29 PM
19	quick	12/5/2018 4:50 PM
20	reliable	12/5/2018 3:16 PM

Q9 What do you see as your current gaps? (I.e. I need to demonstrate more leadership behaviours)

Answered: 18 Skipped: 2

#	RESPONSES	DATE
1	Continue to build on my knowledge of Local Government	12/18/2018 11:03 AM
2	I need to demonstrate that I can balance support and accountability	12/11/2018 1:50 PM
3	I need to step up a little bit more in some ways in my position.	12/11/2018 9:54 AM
4	I need to demonstrate more acceptable leadership behaviours.	12/11/2018 9:40 AM
5	I need to be able to delegate more so that I can improve my time management and not be so overloaded all the time	12/10/2018 10:59 PM
6	I need to work on methods of empowering staff on an ongoing basis	12/10/2018 3:54 PM
7	I need to demonstrate more persuasive behaviours to determine the best communications outcome for Council	12/10/2018 9:53 AM
8	I could use stronger leadership skills, confidence to delegate tasks	12/7/2018 11:01 AM
9	I need to improve on my political savy in dealing with GM/CEO/Council	12/7/2018 10:47 AM
10	- Confidence - Leadership -	12/6/2018 4:03 PM
11	none specific, perhaps greater personal awareness	12/6/2018 2:07 PM
12	Leading with clarity and clear expectations	12/6/2018 12:02 PM
13	Leadership	12/6/2018 9:52 AM
14	Engagement - ability to engage and influence decision makers	12/5/2018 8:33 PM
15	Emotional intelligence	12/5/2018 8:22 PM
16	I need to be more empathetic and flexible with my priorities	12/5/2018 5:29 PM
17	I need to be tougher with Management with their lack of care / attention / timeliness of returning documentation I need time to perform the job accurately and efficiently I need a back up when on leave I need training to be confident in my role	12/5/2018 4:50 PM
18	need to be more upfront and direct	12/5/2018 3:16 PM

Q10 Question Three: In your experience what do you consider to be the top THREE areas of essential knowledge needed to be effective in your role? (Knowledge definition: facts, information, and skills acquired through experience or education; the theoretical or practical understanding of a subject. I.e. An understanding of the Local Government Act, Digital Literacy, Change Management)

Answered: 20 Skipped: 0

ANSWER CHOICES	RESPONSES	
1.	100.00%	20
2.	100.00%	20
.3	90.00%	18

#	1.	DATE
1	Local Government Act and other relevant Local Government specific legislation, guidelines and procedures	12/18/2018 11:03 AM
2	Commerical understanding	12/11/2018 1:50 PM
3	Understanding of Local Government	12/11/2018 9:54 AM
4	understanding of legal and theoretical aspects of RM	12/11/2018 9:40 AM
5	An understanding of the Local Government Act	12/10/2018 10:59 PM
6	Policies and Procedures (Internal & Public)	12/10/2018 3:54 PM
7	Strategic marketing planning	12/10/2018 9:53 AM
8	Asset Management	12/7/2018 11:01 AM
9	Project Management	12/7/2018 10:47 AM
10	Local Knowledge of the Council Area	12/7/2018 10:27 AM
11	Local Government Act	12/6/2018 4:03 PM
12	planning law	12/6/2018 2:07 PM
13	SA Industrial Relations Act	12/6/2018 2:06 PM
14	Understanding of legislative requirements (Development Act, Expiations Act, Loyal Government Act etc)	12/6/2018 12:02 PM
15	Industrial Relations (Acts/Regs/Award/Agreements)	12/6/2018 9:52 AM
16	Industrial Relations	12/5/2018 8:33 PM
17	Understanding of Local Government Act and Regulations	12/5/2018 8:22 PM
18	Working knowledge of Synergy Software	12/5/2018 5:29 PM
19	computer programs knowledge	12/5/2018 4:50 PM
20	Digital Literacy	12/5/2018 3:16 PM
#	2.	DATE
1	Understanding of risk management principles	12/18/2018 11:03 AM
2	Change management	12/11/2018 1:50 PM
3	Understanding of Finance within Local Government	12/11/2018 9:54 AM
4	organisational structure	12/11/2018 9:40 AM
5	Report writing	12/10/2018 10:59 PM
6	Relevant Legislation	12/10/2018 3:54 PM

7	Knowledge of design and digital publishing programs	12/10/2018 9:53 AM
8	Infrastructure Management, roads, contract management	12/7/2018 11:01 AM
9	Construction knowledge/ experience	12/7/2018 10:47 AM
10	Regional Tourism Knowledge	12/7/2018 10:27 AM
11	Workplace Policies and Procedures	12/6/2018 4:03 PM
12	urban design	12/6/2018 2:07 PM
13	Change Management	12/6/2018 2:06 PM
14	Leadership skills to ensure a high functioning team	12/6/2018 12:02 PM
15	Training & Development	12/6/2018 9:52 AM
16	Contemporary HR practices and principles	12/5/2018 8:33 PM
17	Understanding of the Skytrust platform	12/5/2018 8:22 PM
18	Negotiation Skills	12/5/2018 5:29 PM
19	financial knowledge	12/5/2018 4:50 PM
20	Governance procedures	12/5/2018 3:16 PM
#	.3	DATE
1	Internal Audit	12/18/2018 11:03 AM
2	Fact based decisions ie best practice and internal data	12/11/2018 1:50 PM
3	Good/Excellent Computer Knowledge	12/11/2018 9:54 AM
4	Financial reporting	12/10/2018 10:59 PM
5	Broad general knowledge of Council business	12/10/2018 3:54 PM
6	Media landscape and policy	12/10/2018 9:53 AM
7	Local government act	12/7/2018 11:01 AM
8	Communication/ Negotiation	12/7/2018 10:47 AM
9	Excellent Customer Service	12/7/2018 10:27 AM
10	Working as a team	12/6/2018 4:03 PM
11	planning reform	12/6/2018 2:07 PM
12	Equal Employment Opportunity Act	12/6/2018 2:06 PM
13	Process knowledge through experience	12/6/2018 12:02 PM
14	Performance Management	12/6/2018 9:52 AM
15	Knowledge of LG Operations	12/5/2018 8:33 PM
16	Ability to communicate across a spectrum of residents and staff	12/5/2018 8:22 PM
17	Conflict Resolution Skills	12/5/2018 5:29 PM
18	record management software ie synergy	12/5/2018 3:16 PM

Q11 What do you see as your current gaps? (I.e. I need further training to increase my knowledge when managing customer behaviour)

Answered: 19 Skipped: 1

#	RESPONSES	DATE
1	INcreasing my knowledge in internal audit	12/18/2018 11:03 AM
2	I need further training in investigations and conflict management	12/11/2018 1:50 PM
3	It would be good to have more training offered or even offer a short course/qualification for finance to increase knowledge.	12/11/2018 9:54 AM
4	I need training in interacting with my work peers to influence them to be proactive in Records Management	12/11/2018 9:40 AM
5	I would like further training on council report writing. I would like further training on budgeting	12/10/2018 10:59 PM
6	accessing training in legislation updates in a timely manner	12/10/2018 3:54 PM
7	Digital and social landscape	12/10/2018 9:53 AM
8	difficult conversations, leadership, continued asset management ,	12/7/2018 11:01 AM
9	My current gap is my understanding of building construction, i understand civil well, but to be a more well rounded leader/ project manager i require more training in building codes/ construction	12/7/2018 10:47 AM
10	How to handle difficult customers - Centrelink side of the role	12/7/2018 10:27 AM
11	- increase training in management	12/6/2018 4:03 PM
12	planning reform agenda presents many challenges due to the high levels of information being released over period of time and difficulty in keeping up with changes in light of managing ongoing workloads	12/6/2018 2:07 PM
13	Learning how to deal with other team leaders and managers to achieve the same goal and consistency in expectations	12/6/2018 12:02 PM
14	Performance Management	12/6/2018 9:52 AM
15	Organisational Development	12/5/2018 8:33 PM
16	As above	12/5/2018 8:22 PM
17	Conflict Resolution, Negotiation Skills and Time Management.	12/5/2018 5:29 PM
18	I need further training on all aspects of my role rather than relying on what I have been taught. I need more time to look into and make changes for the better. I need management to understand the pressure of understaffing and multi tasking to the detriment of our roles. I need networking abilities with other Councils. Remoteness is a massive problem. Training thus far is out of the question due to remoteness, cost and time. I need the LGA and other Departments to offer on line webinars or videos of various sessions to keep us informed.	12/5/2018 4:50 PM
19	Governance	12/5/2018 3:16 PM

Q12 Section 2: Future Focused Question One: Based on future Sector Reform: What do you believe are THREE essential skills that will be required in your job role in the future?

Answered: 19 Skipped: 1

ANSWER CHOICES	RESPONSES	
1.	100.00%	19
2.	100.00%	19
3.	94.74%	18

#	1.	DATE
1	Ability to adapt to change	12/18/2018 11:03 AM
2	Innovative	12/11/2018 1:50 PM
3	Self Confidence	12/11/2018 9:54 AM
4	IT	12/11/2018 9:40 AM
5	Long Term Financial Planning	12/10/2018 10:59 PM
6	Adaptability to change	12/10/2018 3:54 PM
7	Understanding of the digital platform	12/10/2018 9:53 AM
8	Asset management	12/7/2018 11:01 AM
9	Communication	12/7/2018 10:47 AM
10	Excellent Customer Service	12/7/2018 10:27 AM
11	negotiation skills	12/6/2018 2:07 PM
12	Data interrogation	12/6/2018 2:06 PM
13	Adaptability to process change	12/6/2018 12:02 PM
14	IT skills	12/6/2018 9:52 AM
15	Change Management	12/5/2018 8:33 PM
16	Adapability	12/5/2018 8:22 PM
17	Digital Literacy	12/5/2018 5:29 PM
18	money	12/5/2018 4:50 PM
19	high level computer skills including website management	12/5/2018 3:16 PM

#	2.	DATE
1	Ability to lead through change	12/18/2018 11:03 AM
2	Systems savy	12/11/2018 1:50 PM
3	Time Management	12/11/2018 9:54 AM
4	Communication	12/11/2018 9:40 AM
5	Asset Management Plans	12/10/2018 10:59 PM
6	Selling councils vision to staff and customers	12/10/2018 3:54 PM
7	Content planning and producing	12/10/2018 9:53 AM
8	Contractor Management	12/7/2018 11:01 AM
9	Build/ Maintain networks/ relationships	12/7/2018 10:47 AM
10	High level of Oral & Written Communications Skills	12/7/2018 10:27 AM
11	cross-sector collaboration	12/6/2018 2:07 PM

12	Empathy	12/6/2018 2:06 PM
13	Effective leadership to ensure team work	12/6/2018 12:02 PM
14	Developmental	12/6/2018 9:52 AM
15	Engagement	12/5/2018 8:33 PM
16	Communication	12/5/2018 8:22 PM
17	Communication Skills	12/5/2018 5:29 PM
18	efficiency	12/5/2018 4:50 PM
19	Understanding of governance policies and procedures	12/5/2018 3:16 PM
#	3.	DATE
1	Ability to influence	12/18/2018 11:03 AM
2	Resiliant	12/11/2018 1:50 PM
3	Communication	12/11/2018 9:54 AM
4	Internal Controls / Internal Auditing	12/10/2018 10:59 PM
5	Using more IT/online to deliver customer services	12/10/2018 3:54 PM
6	Flexibility	12/10/2018 9:53 AM
7	Human resources	12/7/2018 11:01 AM
8	Problem solving/ Flexibility	12/7/2018 10:47 AM
9	Effective social media communication	12/7/2018 10:27 AM
10	ability to adapt to change	12/6/2018 2:07 PM
11	Decision Making	12/6/2018 2:06 PM
12	High level of various IT skills	12/6/2018 12:02 PM
13	Portability	12/6/2018 9:52 AM
14	Digital Literacy	12/5/2018 8:33 PM
15	Higher order thinking/outputs	12/5/2018 8:22 PM
16	Conflict Resolution Skills	12/5/2018 5:29 PM
17	some financial knowledge	12/5/2018 4:50 PM
18	High level communication skills	12/5/2018 3:16 PM

Q13 Question two: What do you believe needs to be the focus of the LGA's Education & Training Service to assist bridging training gaps between now and 2025?

Answered: 18 Skipped: 2

#	RESPONSES	DATE
1	Governance guidelines and procedures Customer experience	12/18/2018 11:03 AM
2	New ways of recruiting, working, learning, and engaging employees to create a better employee experience - getting ready for the digital age	12/11/2018 1:50 PM
3	It would be good for the LGA to offer more relating to different positions. I personally think the LGA need to promote their current trainings that they currently have on their website as well. It would also be good for the LGA to contact any council staff that have registered for a "Training Waitlist" with further information (e.g. I registered for the training waitlist twice for the "Financial Fundamentals for Local Government" and have never heard anything further).	12/11/2018 9:54 AM
4	We need more standardisation. Standardise policies, procedures, computer software, council reporting etc. etc. More people doing the same thing.	12/10/2018 10:59 PM
5	Change Management for leaders and staff. Legislative updates training. All training to be offered via webinar where possible	12/10/2018 3:54 PM
6	Alternate ways to undertake other training opportunities, what programs and training are available, cross-council working groups to share ideas, research and trainers for the international landscape as well.	12/10/2018 9:53 AM
7	more development of works manager skills, the jobs are that diverse that we cannot specialise in one engineering degree we courses that confirm life experience ie assessment of assets, management of buildings, CWMS, etc	12/7/2018 11:01 AM
8	For Project Management/ Infrastructure delivery, the skill sets will not change all that much. The biggest changes would more than likely be an increase in contractor management as outsourcing increases and an increase in Technology awareness, ie all project data becoming digitalised, better utilisation of One Note for Project Coordination/ recording, saviness around cloud storage and confidentiality. Councils will become more transparent, with more details published on line for residents to access, so understanding around what is required, what shouldn't be displayed, how much is too much and how much is too little	12/7/2018 10:47 AM
9	Social Media and Marketing training Community Engagement training	12/7/2018 10:27 AM
10	Unsure	12/6/2018 2:07 PM
11	Technical IT skills - using technology to integrate manual processes into digital strategy	12/6/2018 2:06 PM
12	Legislation change IT capabilities	12/6/2018 12:02 PM
13	Diverse options of providing training (ie webinars etc)	12/6/2018 9:52 AM
14	Project Management Change Management Digital Literacy	12/5/2018 8:33 PM
15	Focus on e-learning and e-literacy.	12/5/2018 8:22 PM
16	Future proofing our current skills by up skilling staff on a needs based priority.	12/5/2018 5:29 PM
17	Webinars and videos for Council staff who can not practically attend training sessions or meetings - remote areas. Have someone you can ring for simple unbiased advice. Stress management, time management training compulsory for all staff. Keep up the circulars, information overload is good.	12/5/2018 4:50 PM
18	governance requirements	12/5/2018 3:16 PM

Q14 Do you have anything to add that you believe may be relevant to the success of the outcome of this survey?

Answered: 7 Skipped: 13

#	RESPONSES	DATE
1	As previously said, it would be good for the LGA to offer more training, promote their current training and communicate with councils more if they register for training waitlists.	12/11/2018 9:54 AM
2	Happy to discuss/ expand further if my answers are not clear enough or nto what you were looking for	12/7/2018 10:47 AM
3	No	12/6/2018 2:07 PM
4	Team work to achieve and deliver change in IT and legislation.	12/6/2018 12:02 PM
5	No, thank you for the opportunity to participate.	12/5/2018 8:22 PM
6	Being a Remote Community in the Outback of South Australia the reality of attending most training courses are beyond the reach for most staff to afford or cost to Council. Can we do more on line training or Webinar training? Recently the Squiz Training for the LGA Website upgrade training via Zoom was great but not being able to hear the general discussions left us out of the conversations. Please consider alternative training venues other than major cities as the sheer travel time from work alone is a factor to be considered when asking to attend Training.	12/5/2018 5:29 PM
7	listen and remember that not all Council areas or staff are the same and have different needs	12/5/2018 4:50 PM