



Queensland Water Regional Alliance Program

IR/HR Toolbox

Recruiting and Retaining Water / Wastewater Operators



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Disclaimer

This toolkit provides generalist human resource information and is a guide only. **qldwater** encourages individual managers to ensure actions they take are aligned with organisational policies, procedures and Enterprise Agreements (where these are in place) or relevant Award. In Queensland the public sector and local government employees are covered by Queensland industrial relations system. In certain circumstances some state public sector and local government employers may have registered agreements as part of the Fair Work system, remaining employers in Queensland are covered under the Fair Work system.

For the purposes of consistency within this toolkit, the generic position descriptions have been developed to reflect classifications in accordance with the Queensland Local Government Industry Award (Stream B). Please contact your human resource function for clarification or to discuss how the content in this toolkit can be incorporated into your organisation's processes.

Purpose

The water industry is critical to the health and wellbeing of our communities and economy of Australia. Despite the numerous career options and pathways within the industry and opportunity to undertake a rewarding role, the sector faces challenges in recruiting and retaining people in water related roles.

This Toolkit aims to provide **qldwater** member organisations with a range of practical solutions on the recruitment and retention of Water / Wastewater Operators. Several approaches included in this toolkit are already in place within member organisations, and are based on contemporary human resource practice. **qldwater** acknowledges not all inclusions will be relevant across member organisations given the differing levels of resourcing, staffing and operational requirements.

The intention is to review and update this toolkit every 3 years. **qldwater** welcomes input from its members regarding any initiatives and / or valuable services / partner organisations that are making a real difference in recruiting and retaining Water / Wastewater Operators. Feedback is welcomed outside of a review year, particularly as IR/HR practices, funding arrangements and/or industrial instruments are updated from time to time. Please send feedback to enquiry@qldwater.com.au.

Recruitment Tips

Drafting a Position Description

Aside from the job advertisement, the position description (PD) is typically the next most important document an applicant will read to help them decide whether to progress with an application for the advertised vacancy.

The PD is critical for the organisation as it assists:

- Potential applicants to decide whether the role and employer are a good fit.
- The selection panel to identify the most suitable candidate/s for a job.
- The manager and the person in the role with performance and career discussions.

Characteristics of a well-crafted position description :

- Written in plain English. Just like this.
- Considers the audience, is not overly long with wordy paragraphs and jargon which may exclude a candidate. (Industry standard terminology is suitable, avoid internal jargon).
- Avoids replicating information about the organisation that is available on the Careers page of the organisational website, a summary of the organisation's key functions is ideal. The inclusion of an "About Us" link in the PD can take a potential applicant to more detailed information.
- Provides a clear statement about the purpose of the role, including the impact / value of the role on the broader community.
- Includes information about the work related environment. This may include:
 - The need to participate in shift work / rosters e.g. working weekends etc.
 - Travel requirements
- It has a succinct description or dot points about a "day in the life" for potential applicants. This may include:
 - Day to day activities of the role
 - Financial responsibilities
 - Supervisory responsibilities
 - Duties unique to the organisation
- It clearly identifies the behaviours, knowledge, skills and qualifications needed to undertake the role. These should be limited to 5 – 6 key requirements that link back to the purpose of the role and day to day activities. Do not make the mistake of only focusing on technical skills and qualifications (i.e., that 'hard' skills). It is often the behavioural attributes (i.e., that 'soft' skills) that determine whether an applicant is a good fit for the role.
- If there is a section for:
 - Remuneration, this could be stated as an overall figure as long as the inclusions (salary, value of any additional recreation leave over the standard 4 weeks, value of superannuation etc.) are made clear.
 - Contact person and their position title, a phone number and email address.
 - Additional information such as organisational specific requirements e.g. a Police Check, a medical assessment, drug and alcohol testing etc.

[Generic position descriptions](#) for Water Operators with corresponding levels of the Queensland [Local Government Industry \(Stream B\) Award within Schedule 1 \(Classifications – Operational Services\)](#) are available in this Toolkit. These can be tailored to suit specific requirements of the role / organisational context.

Writing as advertisement for a specific role

Writing a great advertisement is crucial to attracting the right applicant for the role and the organisation. There are three (3) major factors a potential applicant will consider when reading an advertisement and deciding whether to seek out further information and potentially apply for it. These factors can be used to structure the advertisement:

- Organisation
- Role requirements
- Benefits

Top Tips:

- Use industry standard position titles that are easily recognised in job searches on different platforms (e.g. SEEK.com, LinkedIn etc).
- Be succinct whilst including essential information about:
 - The organisation, its values and what it stands for
 - The requirements of the role including key criteria (behavioural attributes, skills and qualifications).
- Provide a link to the position description rather than replicate its' details.
- Take a candidate centric approach providing information that is important to potential candidates in clear and plain English language. Use the organisation's Employee Value Proposition (EVP) to find the key attraction drivers to include. If the organisation does not have an EVP, SEEK.com has a [Laws of Attraction portal](#) that can be used to gain insights into the minds of job applicants in Australia. It uses regularly refreshed local applicant data that can be filtered to suit an industry, type of organisation and even characteristics such as seniority and location.
- Be creative! Tailor the advertisement to the specific role being recruited to. Consider the language to use and whether it is genuine and of a suitable style for the organisation and role. Avoid falling into a pattern of using overly formal or legalistic language. Promote the value of the role to both the organisation and the broader community.
- Provide information about the overall remuneration and what this is comprised of (e.g., salary, superannuation, allowances, value of any additional leave over and above National Employment Standards, subsidised accommodation, training, relocation costs etc.)
- Provide information about the available non-monetary benefits. These may include:
 - The EVP for the organisation
 - Work-Life Balance options
 - Employee Well-Being programs
 - Employee Assistance / Support Programs
 - Gym membership
 - Subsidised health insurance membership
 - Subsidised accommodation
 - Opportunities for career progression / training
- Provide a link to information about living in the community the role is based in. Ideally this would link to the Career's page on the organisation's website with helpful links such as local schools, health services, local attractions etc.
- Optimise formatting for smart devices, job search engines and job boards. To find the right key words to use, research similar roles on job / career platforms such as Careers In Water, SEEK.com, Jora, LinkedIn, CareerOne, Indeed, and Adzuna.
- Including a link to a video that talks to the benefits of working in the organisation / industry can help the advertisement stand out from the competition and gives people a sense of organisational culture and values. **qldwater** member organisations can apply

for Bid Pool funding for collaborative initiatives with other members in the same [QWRAP region](#) such as the creation of promotional / marketing videos.

- Provide contact details of a suitable person for a potential applicant to contact for further information. Ensure that person understands the importance of responding to any queries in a timely, suitably friendly way.
- Review the requirements for applications. Are they overly cumbersome / bureaucratic? Several local government organisations have moved away from requiring applicants to respond to individual selection criteria. Instead, applicants are asked to submit a resume with a covering letter and contact details for relevant referees. Anecdotal evidence indicates this has resulted in increased applications for positions.
- Provide clear details as to what a potential applicant needs to submit when applying for the role such as:
 - A detailed resume
 - A covering letter (if required) or short responses to online questions
 - Names and contact details of required number of relevant referees
 - Copies of qualifications (if required)
- Ensure there is an easily identifiable link for an applicant to submit their application.

Where to Advertise

Job Platforms

Job platforms are now the primary channels used by people looking for a new role. A range of platforms are available with varying costs (including for free) depending on the type of package an organisation wants. Consider the geo-fencing for on-line job advertisements. The following sites may be appropriate for your organisation:

- [Careers in Water](#) developed through a collaboration between the [Water Services Association of Australia](#) and the [Australian Water Association](#). The site also hosts materials for a non-branded water industry campaign.
- [qldwater](#)'s website promotes [careers in the water and sewerage industry](#) in Queensland including a link to [available jobs](#). Member organisations can post job vacancies on this site.
- [SEEK.com](#) has a multi-national presence across Australia, New Zealand, Hong Kong, South East Asia, Brazil and Mexico.
- [Jora](#) is a job search engine that aggregates job advertisements from many sites as well as jobs posted directly to their site into one search result. Employers can post up to 100 free job advertisements / month. Jora also offers paid plans to increase the exposure of job advertisements.
- [CareerOne](#) is an Australian digital employment brand offering approaches to candidate sourcing, talent management, and employer branding.
- [Indeed](#) is a job search engine and employment platform that connects job seekers with employers. It operates in over 60 countries.
- [Adzuna](#) is a job search engine that aggregates job advertisements from several thousand sources. It operates in 20 countries worldwide.
- Local Government Association Queensland provides a [Council Jobs page](#) for member organisations to post details of available positions.

Organisation website

Most modern organisations have their own website which includes a Careers page to advertise available positions. This can be a useful avenue to promote the organisation as a great place to work through an EVP strategy, the future career opportunities available, and provide positive information about living in the local community.

Top Tips:

- Ensure currency of jobs advertised
- Take a candidate-centric approach to the content
- Ensure it is easy for the potential applicant to source additional information including making contact with a designated contact person
- Ensure the process of submitting an application is straightforward
- Set up an automated email acknowledgement (at a minimum) of submitted applications and provide information about next steps and likely timeframes.

Consider establishing an *Expression of Interest* and / or *Continuous Applicant Pool* function on the Careers page. This can encourage potential applicants to submit their resume in the event future vacant positions suiting their skill sets become available. Some considerations around this are:

- Length of time resumes will be retained and ensuring this is communicated on the webpage
- Acknowledging receipt of the resume
- Ensuring a clear internal process for sending the resume to the relevant manager

Social media

Many job seekers use social networks to search and apply for jobs. Data from LinkedIn indicates 56% of jobseekers use social media to look for new opportunities. Popular social sites include:

- [LinkedIn](#) allows organisations to connect with potential applicants. Paid job postings can be used to target a desired audience and give applicants the option of applying directly using information from their LinkedIn profiles. Posting a status update on the organisation's LinkedIn page is a good way to promote a job opening. Include a link to the job listing and / or organisation's Careers page.
- [Facebook](#) – options include:
 - Paying for advertising targeting desired audiences to promote itself to people who are likely to be interested in available jobs.
 - Posting “we are hiring” on the organisational Facebook page and providing details of the role and how to apply
 - Joining relevant Facebook pages and posting the availability of roles when they arise. Some possible useful pages include:
 - ✓ [Australian Rural and Remote Jobs](#)
 - ✓ [Grey Nomads Jobs](#)
 - ✓ [Working on the road in Australia](#)
 - ✓ [Working as we travel](#)
- [X \(Twitter\)](#) – character limitations mean details need to be limited to only what is absolutely necessary to catch a potential applicant's attention. Use the position title, location of the role and a clear call to action with a link to the full position description, Careers page or application form. Use high-performing hashtags to increase the reach of the post e.g. #jobs#Hiring#water#career etc.
- [Instagram](#) - is a photo and video sharing social networking service which allows users to upload media that can be edited with filters, be organized by hashtags, and be associated with a location via geographical tagging. Posts can be shared publicly or with preapproved followers.

Top tips:

- If appropriate, Encourage existing employees to share job openings, interesting projects, culture stories and company updates on their own social media accounts however ensure they are aware of the organisations social media policy. Consider a referral reward policy for employees who refer a candidate resulting in successful recruitment of an employee (once that employee has passed probation).
- Research preferred social media platforms used by desired candidate pools. including asking existing employees what they use.
- Use the organisation's social media platform to post images of events, achievements and promote the workplace culture.
- Ensure social media posts are appropriately managed by HR/Communications.

Traditional approaches

Advertising job opportunities in local newspapers, on radio and local billboards may also gain traction. Consider options for engaging with your local media outlets to run 'advertorials' to promote the organisation as a great place to work.

Recruitment Agencies

There are a few water industry focused recruitment agencies in Australia which, if budget permits, may be an avenue to source suitably skilled applicants. Recruitment agencies will charge a fee for their services (a flat fee or percentage of salary). It is important to be clear on associated costs prior to engaging services.

Potential benefits of using a recruitment agency include:

- Access to a network of applicants, including passive job seekers
- Knowledge of the industry and the market
- Outsourcing some aspects of the recruitment / selection process allows internal resources to focus on other critical work
- A strong approach to applicant screening

Where to Source Potential Applicants

Numerous avenues exist to sourcing potential candidates outside of advertised job vacancies. Key to this is maintaining a focus on promoting:

- The value water industry roles bring to the wider community and to individuals feeling of self-worth
- The organisation and its EVP at every available opportunity.

Whilst not every audience will be interested in a career in water or with a particular organisation, providing them quality and engaging information may well result in them sharing this with their own networks.

Following is a range of approaches, some of which may be more, or less relevant, depending on the organisation.

Develop / source marketing collateral

Gaining the attention and interest of potential applicants is better supported with the use of contemporary marketing materials. The costs associated can vary depending on the level of sophistication. Following, are some ways to manage costs:

- Collaborate with other [QWRAP members in the region](#) to develop non-branded videos (e.g., A Day in the Life of...), photographs, and hard copy using staff from the different organisations. These can be used on organisation websites, relevant social

media and at talks to various target audiences. It may also be possible to access QWRAP bid pool funding for collaborative initiatives.

- Run in-house campaigns interviewing employees in video recordings/grab on the work they do. This can be used as part of the organisation's social media platforms articulating their employee value proposition. Ensure purposeful, clear and relevant disclosures (e.g. permission for use of images, intellectual property rights etc.) have been covered. Do not limit this to water industry jobs. Posting videos on roles across the organisation or staff discussing the benefits of the organisation, why it's a great place to work, creates great content to promote the organisation as a potential employer.
- Collaborate with local senior schools or recognised training organisations offering audio-visual / social media courses or similar. There may be opportunities to provide work placements or complete practical assignments on the basis the developed collateral can be used by the organisation.
- Use non-branded materials available through the collaboration between the [Water Services Association of Australia](#) and the [Australian Water Association – Careers in Water](#). *qldwater* also has non-branded information on their [website](#).

Schools

Engage with schools in the local community, in particular middle and senior schools, to educate students (and teachers) about the water industry in general and career opportunities within the organisation. Most schools or school clusters have career advisors / coordinators who could be useful contacts. This could be through:

- Offering site tours (ensuring appropriate WHS matters and permissions have been covered off).
- Running competitions on matters relevant to the water industry e.g. posters / videos regarding water conservation; safe drinking water; designing water conservation inventions etc.
- Having engaging employees talk to students about their careers and the value they add to the community.
- Paid work placements.

Career Fairs / Job Fairs

For School Students:

Career / Job Fairs are often thought of as relevant to school students and focusing on providing information regarding different employers and career / job pathways. Whilst these events do have their place, they often require a lot of effort from employer organisations and may have little return. To help achieve a better return on investment:

- Talk to local schools to find out what the students are wanting and the best ways of providing this.
- Be ready to take details of students displaying a genuine interest in working for the organisation (whether in the Water function or elsewhere). Follow up with those students to potentially provide work experience opportunities, or further discuss their area of interest in the organisation.

For Adults:

Information from the [University of Queensland](#) indicates:

- Most people work for approximately 45 years.
- The average person changes jobs every 2 years and 9 months.
- Most people change careers at least once in their lives
- The average person tends to have 3 – 7 careers before they retire, and this number may be 5 – 7 for current and upcoming generations of workers.

The [Australian Bureau of Statistics](#) data indicates:

- Job mobility for the year ending February 2023 remained at 9.5% for the second year in a row, the highest rate in a decade.
- Of the 13.8 million people employed in February 2023, 56% had been in their current job for less than 5 years. 21% had been in their job for less than 1 year.
- Job mobility rose in most industries with the largest increases in electricity, gas, water and waste services (5.8% to 10%).

This data reinforces the opportunities that exist for organisations to entice those already in the workforce into a new career in the water industry. One way of showcasing this is through Career / Job Fairs (or similar). Consider running these:

- In the local region potentially tied in with other planned events (e.g. Multi-Cultural Days, Camping and Boating Expos, the annual Show or other events), in appropriate locations (e.g. shopping centres).
- In collaboration with other members in the same [QRWRAP region](#) at various events / locations.

Top Tips:

- Place importance on the skills and attributes a potential applicant has gained in other roles that are transferrable to roles in the water / wastewater industry.
- Apprenticeship wages are unlikely to be sustainable for potential applicants who are adults rather than school leavers. For someone with no prior direct experience in the industry however with transferrable skills and the right behavioural attributes, employment could be offered at the Level 5 Queensland Local Government Industry (Stream B) Award – State 2017 on the basis a relevant Certificate II is able to be attained within an identified timeframe.
- Reinforce / promote the career and remuneration progression opportunities that are available within the organisation.
- Reinforce the total value of the remuneration available rather than just the salary component.

Existing Employees

There can be considerable value in filling vacant positions internally:

- Existing knowledge regarding the organisational culture, structure, processes and environment.
- Demonstration of a commitment to advancing the careers of employees.
- Retention.

When vacant positions within a team / function are filled by internal employees, the successful applicant is more likely to have been sourced from within that team / function. Given [the average person tends to have 3 – 7 careers](#) before they retire, an opportunity exists to recruit to vacant water industry positions from elsewhere within the organisation.

Top Tips:

- Develop an organisational career pathway to demonstrate to employees the career options available to them without moving to another employer.
- Support employees in their career path through career conversations, identifying required skills in different positions and supporting them in attaining these.
- Provide opportunities for employees to “test the waters” in other roles through:
 - Job shadowing (e.g. one day / week for a period of time)
 - Short term job rotations
- Hold internal Career / Job Fairs.
- Place importance on the skills and attributes a potential candidate has gained in other roles.

Partnerships with other organisations

There are numerous organisations that can assist in supporting employers source potential applicants. Following is a sample of these that are likely able to provide support across all [QWRAP regions](#). Each region may also have access to other such organisations with more of a local focus:

- RSL Queensland runs the [RSL Employment Program](#). There are 5,500 people leaving the Australian Defence Force (ADF) each year. This represents a considerable pool of potential candidates with a range of skills, attributes and experiences including in trades. The Employment Program supports ADF veterans, and partners of current / former ADF members find meaningful employment. Since 2018, they have supported over 720 veterans secure civilian employment following a career in the ADF. They have also supported more than 280 ADF and veteran partners into jobs. Employers have included Urban Utilities, Ergon, Energex, Veolia, ThinkWater, and SEE Civil. Partner employers can also advertise vacant positions on the RSL QLD Employment Program Jobs Board. **qldwater** has a partnership established with RSL Queensland and can assist members in accessing this.
- [Department of Employment and Workplace Relations](#) provides access to a range of helpful information and free services including:
 - [Access to webinars and resources](#) providing information on recruitment suggestions.
 - Through [Workforce Australia](#), access to the [Local Jobs program](#) that support accelerated reskilling, upskilling and employment pathways. The program is designed to meet current and future workforce needs of local communities.
 - [Employment Facilitators](#) in 51 employment regions that bring together local employment and skills services, employers and community organisations to connect people to training, job opportunities and support services.
 - [Local Jobs and Skills Taskforces](#) in each employment region. Members work collaboratively to develop local solutions to assist employer workforce needs and help people in getting skilled for employment.

- [Financial support](#) to hire new staff / apprentices.
- [Hiring overseas workers / migrants.](#)
- [Launch into Work program](#) which supports the delivery of pre-employment projects co-designed with the hiring employer. The aim is to provide participating individuals with the skills, experience and confidence needed to start work. The projects include training, practical activities in the workplace and mentoring.
- [CareerSeekers](#) is a not-for-profit organisation supporting refugees and people seeking asylum who are either currently studying at university or wanting to restart their professional career in Australia. The program offers support to participants and employment partners before, during and post internship. Participants with tertiary qualification and professional work experience from their country of origin undertake paid 12-week internships with an employer. This provides local experience, a local reference and help to establish professional networks. University students studying full-time undertake paid internships during university breaks to link studies with practical work experience. Employer partners include EDL Energy, CS Energy, and Viva Energy.
- [Clontarf Foundation](#) exists to improve the education, discipline, life skills, self-esteem and employment prospects of young Aboriginal and Torres Strait Islander men. The foundation partners with over 200 organisations across Australia and can provide:
 - Access to work-ready Aboriginal and Torres Strait Islander men who have completed Year 12 and are searching for employment.
 - Access to Aboriginal and Torres Strait Islander students keen to engage in school-based traineeships and/or work experience while they study.
 - Access to Employment Forums with Year 11 and 12 male Aboriginal and Torres Strait Islander students. Clontarf Industry Partners get the opportunity to discuss training and employment opportunities with the students. Groups of students rotate to each of the partner's tables where they have seven (7) minutes to speak with the students and hand out promotional materials about specific programs on offer like cadetships, traineeships, apprenticeships, or higher education pathways. **qldwater** has worked with the Clontarf Foundation as a way of [connecting with this potential workforce](#).
- [QWRAP members](#) include over 60 Councils. There are opportunities to collaborate on alternative / innovative regional arrangements for managing services. Examples of this have included the [Regional Water Industry Worker Project](#), the [Joint Training for Certificate III in water Industry Operations and SEQ Study Collaboration Tour projects](#), and the [WBB CCTV Student Project](#). Possible future projects to aid in the recruitment / retention of water industry employees could include but are not limited to:
 - Development of marketing collateral to promote the water industry and working for Council as a career of choice
 - Job rotations between member organisations to support career pathways
 - Joint Career / Job Fairs
 - Shared graduate placements
- The ADF has a strong presence in various locations across Queensland to which its' members may be posted. Many members have partners who re-locate and may be

seeking employment. An opportunity exists to establish relationships with a local ADF presence given the strong support they provide to partners to assist them in assimilating into their new community. Initiatives such as orientation programs for partners may allow employers to meet potential applicants and showcase job / career opportunities.

- The mining resource sector also has a strong presence in various Queensland locations. Many employees may have brought their partners who may also be seeking employment. Consider establishing relationships with the local mining presence to promote job opportunities in your organisation. If this is not possible, consider ways of promoting the job opportunities to the broader community.

Visa Holders

Employing non-permanent residents / non-citizens is an option so long as the individual has an appropriate visa that permits employment whilst in Australia. This is generally a lower risk, less costly and less complicated approach to sponsoring an individual to a nominated position. Individual organisations will likely have clear policies regarding employment of non-permanent residents / non-citizens that will need to be adhered to.

Sponsorship

Sponsorship can be costly (\$10 000 - \$20 000 / employee) and may introduce a degree of risk (the sponsored employee is generally 'tied' to the employer for the duration of the visa regardless of performance issues), this approach can certainly fill much needed skills shortages gaps. There are three (3) employer sponsored visa options:

- *Temporary Skills Shortage Visa – Subclass 482* which allows a maximum stay of four (4) years. The processing time is between 8 – 70 days. This visa allows for the possibility of transferring over to a permanent visa (subclass 186) through the Temporary Resident Transition Stream after two (2) years. This option ties the individual (the Applicant) to the employer (the Sponsor) and is a good option if the position needs to be filled urgently and the Applicant is offshore or in Australia on a visa with work restrictions. It is possible to transfer sponsorship to another employer, however this is costly. The subclass 482 may be an option employers may wish to consider as a retention strategy.
- *Skilled Employer Regional Sponsored (Provisional) Visa – Subclass 494* allows a stay of five (5) years for those Applicants sponsored to work in regional areas. Processing time can take between 5 - 16 months. This visa allows for the possibility of transferring to a permanent visa (subclass 191) after three (3) years. This option ties the Applicant to the Sponsor and is another option for employers seeking to retain staff as the Applicant cannot be considered for a permanent visa through the SkillSelect program for the first three (3) years.
- *Employer Nomination Scheme – Subclass 186* which is a permanent visa allowing an Applicant to remain in Australia indefinitely. Processing time can take between 3 – 13 months and the Applicant is expected to work for the Sponsor for at least two (2) years although this can be difficult to enforce. This is unlikely to be a suitable option for filling a role urgently where the Applicant is offshore or in Australia on a visa with work restrictions. It is an expensive process and there is no guarantee the Applicant will remain with the employer for an extended period.

Whilst the steps involved for each option vary to a degree, common features include:

- Stage 1 – Sponsorship Application: the employer needs to become an approved sponsor.

- Stage 2 - Nomination Application: the employer nominates the Applicant to work in a skilled occupation. There is the need to demonstrate a genuine need for the position (e.g., labour shortages, current work demand) and that there is a genuine skills shortage in the region. The Applicant must be offered a contract for the life of the visa with a minimum salary of \$70 000 plus superannuation (based on 38 hours / week). It must also be demonstrated that the Terms and Conditions of employment are equivalent to an Australian employee performing in the same role.
- Stage 3 - Visa Application: the Applicant needs to meet specific criteria including having the appropriate skills for the nominated position, possessing competent English, have 2- 3 years relevant work experience and pass health / character checks.

The current approximate cost to an employer for sponsoring an individual is \$10 000 if no lawyer or migration agent is used. Costs can be approximately \$20 000 if a lawyer or migration agent is used however may be an effective use of resources given these services familiarity with the required steps. This cost cannot be recovered from the employee.

Please note that where an applicant is over the age of 50 years of age when the visa is awarded, Australian Government regulations may not permit visa extensions.

The Department of Employment and Workplace Relations has information on [Hiring overseas workers / migrants](#).

Migration Queensland is a useful website with resources for working in Queensland. <https://www.migration.qld.gov.au/>

Trade and Investment Queensland includes resources on attracting workers to Queensland. <https://www.tiq.qld.gov.au/>

Assessing Applicants

Each organisation will typically have its' own policies and procedures regarding the assessment of applicants. In general, there are three (3) key elements to this:

- Shortlisting applicants
- Interviewing
- Referee checks

If there is a job description for the advertised role containing specific essential selection criteria, the selection panel must be confident that any applicant found suitable, fully meets the criteria.

Top Tips:

- Communicate with applicants in a timely manner. If someone has applied for a job in your organisation, it is likely they are applying for roles elsewhere.
- An interview is not an interrogation. The aim is to gain information from the applicant regarding their 'hard' skills (technical knowledge / expertise) and 'soft' skills (interpersonal skills, communication skills, problem solving abilities, initiative etc).
- Use behavioural questioning to better understand the personal attributes an applicant brings. Ask for assistance in developing these from the organisation's HR function if unsure or refer to the [Behavioural Interview Guide](#) included in this toolkit.

- Talk to referees. either in person or by videoconference. This is far superior to using a written reference as it allows for additional questioning and 'digging deeper.' The panel will be able to notice non-verbal cues such as hesitations, change in the tone of voice.
- If more than one applicant is assessed as suitable, consider submitting a case to employ an additional person to assist with workload management including covering leave periods by other team members. If this is not possible, advise the suitable but not successful applicant/s of existing processes in place to retain their applicant information in the event a vacant position becomes available. These are generally covered by the recruitment platform including disclosures about how candidates information is stored and the storage period.

Retention Strategies

Given the significant increase in job mobility within the industry, with the main reason cited for leaving was to '[get a better job or just wanted a change](#)', it is critical to focus on retaining staff. There are many reasons employees leave a role including:

- For a new, better job opportunity
- A difficult work environment / culture / problematic relationship with a supervisor
- Lack of opportunities for professional growth in current job
- Remuneration
- Seeking a change in career

Whilst an organisation cannot make changes across all of these aspects to encourage employees to remain, there are certain aspects it can control and influence. A key partner in this is the organisation's People and Culture / Human Resources function which will either have the in-house expertise to assist or know where to access this.

Top Tips:

- Gather /analyse data on why employees are leaving the organisation and if possible, the water / wastewater teams. This will allow for targeted interventions such as:
 - Work-Life Balance initiatives
 - Altered approach to rostering
 - Increased focus on inclusion and diversity
 - The implementation of well-being programs
- Gather / analyse data on why employees are attracted to work for / remain employed by the organisation and use this to develop an EVP for internal and external promotion. It is important to consider generational differences in what is valued in the workplace. A [2024 Workplace Engagement Index](#) found for example, Early Millennials (27-35yo) valued connection and belonging in the workplace more than any other generation in the workforce.
- Work consistently towards a constructive workplace culture that encourages achieving goals through developing employees, teamwork, adaptability and effectiveness. Approaches to this may include using a recognised tool to first assess the workplace culture, conducting staff surveys and / or focus groups. Improving a workplace culture is not a quick process and requires commitment to change

management from the organisational leaders. Culture differs between teams within organisations therefore it is important to develop / implement strategies that are relevant to a particular team.

- Focus on improving employee engagement through approaches such as:
 - Supporting employees (and their families) through an Employee Assistance / Support program. Promote the availability of this.
 - Ensuring appropriate formal and informal avenues for two-way communication within the organisation so leaders can better understand what employees need.
 - Communicating the value of the work being done to the organisation and broader community. People are more engaged when they feel valued and have fulfilling role responsibilities where they can make a difference.
 - Providing management / leadership development to employees responsible for managing / supervising team members. Too often people are promoted into management roles based on their technical skills without receiving the appropriate support / development in their management practice to deal with people related complexities.
 - Developing an organisational career pathway to demonstrate to employees the options available to progress rather than considering a move to another employer.
 - Supporting employees in their career path through regular one-on-one and career conversations, identifying required skills in different positions and supporting their attainment through training, job rotation, coaching / mentoring.
- Take formal (and informal) complaints regarding poor behaviour seriously. Always seek advice from the organisation's HR function as complaints must be managed in accordance with existing industrial instruments, policy and procedure to ensure that the process is not compromised.
- Consider the current approach to recognising and rewarding employees. Are there opportunities to improve on this? Remuneration is only one of the determining factors relating to attracting and retaining employees. If an employee does not feel valued, they may well leave a role, or worse, remain and become disengaged / toxic. Ensure formal programs are organised, fair and affordable. Clear policy, procedures and communication about how the program will operate should provide clarity and clear expectations, including the criteria used to assess performance and allocated rewards / recognition. Formal Reward and Recognition Programs could include:
 - Employee of the Month programs where nominations are received and assessed. Awards could include a certificate or vouchers for appropriate goods / services.
 - Visual recognition on a bulletin board or "wall of fame."
 - A trophy that rotates across employees or teams that have been recognised for achieving a particular milestone, goal or delivered customer service excellence.

Don't wait for monthly or annual award nominations. There needs to be opportunities for employees to be thanked (and to say thanks) at any time. Informal recognition might include:

- “Say thanks” where employees have access to thankyou cards to send to other colleagues who have provided support / assistance.
- Verbal recognition during meetings.
- Team morning / afternoon teas or lunches.
- Featured stories on the organisation’s preferred social media provider.

Case Studies

Innovations to roster, structure and remuneration

Mackay Regional Council were challenged to recruit enough water / wastewater operators to cover all activities despite two (2) large service stream plants having been outsourced to a private contractor. The workforce at the time had an average age of 57 years, rosters varied depending on location and staff could not be deployed across operations due to skills gaps. A decision made by the Council in 2018 to bring the operations of these plants inhouse, was the catalyst for a considerable re-think of how operations needed to be run. Following research, consultation and negotiations with relevant unions, the following innovations were implemented:

- Restructuring to combine water and wastewater teams into one, whose employees could work across the region rather than in isolated silos.
- Designing a roster for operators that allowed them to move across sites / operations and better manage fatigue. External consultants specialising in roster design were engaged to develop a roster which could balance business needs, employee work/life balance, health and safety (specifically fatigue) and cost. This included treating weekends as full and normal days. The resultant roster is based on an eight (8) week cycle where in weeks 1 and 2 an employee works seven (7) days on / 2 – 3 days off. The days worked then reduce to 5, then 4 and then 3-day weeks. In the last week of the cycle, an employee has a minimum of 5 days off before re-starting the cycle.
- Annualising salaries with on-call and overtime allowances rolled into an employee’s salary. This approach provided operators with wage stability and improved superannuation. It also improved budgeting and forecasting of staff salaries and aided recruitment as the advertised salaries are inclusive of allowances. Efficiencies in operations were also gained due to there being no monetary incentive to work overtime.
- Career pathways were enhanced for employees by encouraging and become dual-ticketed. This reduced the skills gaps, enabled the deployment of individuals across sites and enhanced workplace culture. This also resulted in greater remuneration for employees as they gained qualifications and took on additional responsibilities.
- A change in thinking to recruitment such as recruiting non-qualified individuals with the right attitude and aptitude as Assistant Operators. Employees at this level were then encouraged and supported to complete a relevant qualification at which stage they could be progress to Level 7 (of the Queensland Local Government Industry (Stream B) Award – State 2017).
- Moving from a ‘command and control’ management style to more a more constructive approach where collaboration is a key feature together with improving asset maintenance, building engagement and driving innovation.

Innovations to Training Operators

Burdekin Shire Council and more recently the *Charters Towers Regional Council* changed their approach to training Operators in Certificate III Water Industry Operations (or equivalent). This was driven by the desire to train as many staff as possible to support their career development and manage the issues associated with attending training away from home – cost of accommodation / travel and unavailability for participating in an on-call rosters. This was achieved by engaging a Registered Training Organisation (RTO) to deliver on-site training over a seven (7) month period. Before this could occur, the Councils conducted a training needs analysis of team members in Water / Wastewater Operations function. They worked collaboratively with the RTO to develop a training matrix and content. Training modules were conducted each month over three (3) days for between 7-9 Operators both in the classroom and in the field. The estimated cost was less than \$10,000/person.

A screenshot of Burdekin Shire Council’s Certificate III training guide used with a specific group of trainees is available below:

Table 1: Selected units for water industry training. Note for CertIII, unit NWPGEN017 is required according to the package rules.

| Unit Name | Unit Code | Current Package Allocation |
|--|-----------|----------------------------|
| Participate in WHS hazard identification, risk assessment and risk control | BSBWHS308 | Core |
| Apply the risk management principles of the water industry standards, guidelines and legislation | NWPGEN017 | *Group E/G |
| Assess, implement and report environmental procedures | NWPGEN019 | Core |
| Sample and test source or drinking water | NWPGEN020 | Group G |
| Sample and test waste water | NWPGEN021 | Group F |
| Monitor and Operate water treatment processes | NWPTRT005 | General elective |
| Operate and control coagulation and flocculation processes | NWPTRT009 | Group G |
| Operate and control sedimentation and clarification processes | NWPTRT010 | Group F/ G |
| Monitor and operate hypochlorite disinfection processes | NWPTRT022 | General elective |
| Monitor and operate ultraviolet processes | NWPTRT023 | General elective |
| Monitor and operate wastewater treatment processes | NWPTRT027 | General elective |
| Operate and control activated sludge processes | NWPTRT036 | Group F |

Table 2: Proposed training schedule dates for each of the selected units. Note it is preferred to that the last block of training is to include NWPTRT005 because this provides a general review, encompassing and drawing together many of the concepts of the other water industry operation units.

| Training Required for Cert 3 in Water and Wastewater | | | | | | | | | | | |
|--|-----------------|-----------------------|----------------------------|-----------------------|--------------------------|--------------------------------|----------------------------|--|---|---------------------------|---------------------------|
| WHS | UV Disinfection | Sample and test water | Sample and test wastewater | Apply Risk Management | Environmental Procedures | Wastewater treatment processes | Activated Sludge Processes | Coagulation and flocculation processes | Sedimentation and clarification processes | Hypochlorite Disinfection | Water treatment processes |
| BSBWHS308 | NWPTRT023 | NWPGEN020 | NWPGEN021 | NWPGEN017 | NWPGEN019 | NWPTRT027 | NWPTRT036 | NWPTRT009 | NWPTRT010 | NWPTRT022 | NWPTRT005 |

Anecdotal evidence indicates that this had a positive impact on both recruitment and retention. Existing employees felt more valued and because they could see a career pathway for them, did not leave to take up other opportunities. There was a ripple effect where friends and family of employees could see their development and progression, and this assisted recruitment to vacant positions.

Charters Towers Regional Council recently engaged a RTO to deliver a Chlorination Course and Water Analysis training. It is open to collaborating with other QWRAP members who may want to have their own team members attend.

Recruitment / Filling Vacancies / Retention

Burke Shire Council has had some success in sourcing relief water operators through recruitment agencies. As a member of the North-West Industry Council they are collaborating with other members to develop a relief pool of operators that could be shared amongst member organisations.

Cairns Regional Council is taking a multi-pronged approach to enhance the attractiveness of working in the industry. They are using workforce data and planning to inform their approaches which include:

- Better promotion of the employment benefits such as salary packaging, salary sacrifice arrangements and the ability to purchase additional recreation leave.
- Actively head-hunting employees as well as advertising vacant positions.
- Using multi-level position descriptions when advertising which allows recruitment of individuals without qualifications, who are then upskilled once employed and able to progress to higher levels.
- Engaging with community organisations and schools through Pathways Programs which include industry tours and supported work experience for participants. The Council has also increased their focus on employing apprentices and are utilising SQW Funded Apprenticeships and Traineeships.
- Considering the development of a “Day in the Life” video to better promote industry roles in Council to the broader community.
- Better use of contemporary recruitment approaches including advertising roles on Facebook, Instagram, at cinemas, on YouTube and using LinkedIn as a headhunting tool.
- Focusing on diversity and inclusion with a new Equal Employment Opportunity statement, inclusive recruitment, the development of a tile on the Council website of the Diversity and Inclusion Plan and featuring good news stories from a diverse range of Council employees.
- Other programs include:
 - The First Peoples Employment Pathway Program commencing with networking, work experience, leading into traineeships/apprenticeships, then employment.
 - The Migrant Settlement Services Employment Pathway Program which also features networking, work experience, traineeships/apprenticeships and employment.
 - The Visa Sponsorship Pilot which paved the way in recruitment practices for hiring managers to consider applicants with working rights in Australia.

Isaac Regional Council has taken the following approaches to increase the attractiveness of working for council and in the water / wastewater industry:

- Offering subsidised accommodation as part of the remuneration package.
- Supporting training for apprentices and ‘operators in training’ up to the Certificate III level.

- Encouraging and supporting operators to become dual-ticketed.
- Guaranteeing 'operators in training' permanency on successful completion of relevant training.
- Clearly outlining the remuneration and employee benefits available when advertising positions.
- Researching innovations to rostering to support great work-life balance.
- Regular Careers Expos.
- Piloting a vacation exchange program with two other councils where under-graduate engineers were employed on holiday work placements. The participants entered into an employment contract with all three (3) councils which gave them exposure to regional areas.

Western Downs Regional Council faces strong competition for employees with the mining sector, which due to the 12-hour work days, advertise roles with considerable remuneration. To address this, they emphasise the following benefits of working for Council including:

- The work-life balance available to employees and benefits of a more relaxed regional lifestyle.
- Flexible work practices.
- The availability of corporate health insurance.
- The strong focus on well-being as evidenced by the employment of a dedicated Well-being Officer.
- A strong training program aimed at 'growing local.' The focus is on both professional and personal development.
- Offering ongoing employment to trainees and apprentices who successfully complete their training. Eight (8) trainees were recently 'fast-tracked' through their program.

Council is also looking at innovative approaches to rostering to enable greater flexibility of different work arrangements.

Additional Resources

Following are links to a range of further resources that may be useful:

- [Promotional video](#) - Central Highlands Regional Council
- [Careers in the Water Industry](#) - NSW Water Directorate
- [Employee Value Proposition](#) - City of Burnside
- [Promotional video](#) - Gympie Regional Council

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Attachment 1: Behavioural Interview Guide

Remember that interviews are only one source of assessment and not necessarily the first. Impressions gained of applicants through the selection process should be confirmed through questioning of appropriate referees (nominated and/or non-nominated) prior to or during the selection process.

Using this guide:

It is not suggested that applicants are assessed on all key behaviours, rather assess against those behaviours that are relevant to the vacant position being recruited to. ***The sample questions may also be better put to referees to gain feedback on how the applicant operates in a work environment.***

| Key Behaviour | Definition | Sample Questions | Desirable Response |
|-------------------------|--|--|---|
| Ability to Learn | <p>Assimilates and applies new job-related information from all sources promptly and effectively.</p> <p>Shows desire to broaden knowledge and perspectives.</p> <p>Learns from both successes and failures.</p> | <p>Describe a situation when you</p> <ul style="list-style-type: none"> • Had to request help on a project/activity. How did you apply what you learned to similar work after? • Volunteered to expand your knowledge at work as opposed to being directed to do so? What compelled you to seek out that opportunity? • What was the last seminar you attended? How did you apply this new found knowledge towards your work? • When was the last occasion you asked for direct feedback from your manager, a colleague or client? How did you then use this to improve your personal performance? | <p>Demonstrated ability to apply learning in a resourceful and innovative manner.</p> <p>Proven ability to acquire knowledge from errors as well as triumphs.</p> |

| Key Behaviour | Definition | Sample Questions | Desirable Response |
|----------------------------------|---|--|---|
| Creativity and Innovation | <p>Seeks innovative and new ways to deal with challenges.</p> <p>Introduces creative methods to improve group performance.</p> <p>Builds on suggestions/ideas of others to lead new approaches and improvements.</p> | <p>Describe when</p> <ul style="list-style-type: none"> • A work-related project required creativity to accomplish. What was different or unique about it? • You used an innovative approach to overcome an obstacle. • You were involved in a brainstorming session; what were your contributions? Did any useful ideas come from the session? | <p>Demonstrated willingness to discuss innovative solutions to challenges.</p> <p>Examples should include instances of unique work processes developed to overcome problems.</p> |
| Adaptability | <p>Overcomes resistance to change.</p> <p>Maintains effectiveness despite changing tasks, responsibilities, co-workers and environments.</p> <p>Manages changes in priorities and team composition into work processes.</p> | <p>Describe a time/instance</p> <ul style="list-style-type: none"> • You had to think on your feet to manage a difficult situation. How did those involve react? • There was a shift in the goals or resources relating to your work. What affect did this have on your work? What affect did this have on you? • You were in a transitional period (from school/uni to work; from one role to another; from being a team member to a team leader etc). What difficulties did you face and how did you overcome them? How did the experience affect your coping skills? • Your manager was unavailable when a critical issue arose. What was the nature of the problem and how did you handle the situation? How did you feel during this? | <p>Proven ability to absorb new information and situations quickly and with ease.</p> <p>Situations that indicate difficulty in adapting should be accompanied by the specific steps used to overcome them.</p> |

| Key Behaviour | Definition | Sample Questions | Desirable Response |
|-------------------------------------|---|--|--|
| Analysis and Problem Solving | <p>Applies a systematic approach to problem solving.</p> <p>Relates and compares data from different sources, identifies issues, secures relevant information and spots connections in the data before developing approaches for solving problems.</p> | <p>Give an example of a time you:</p> <ul style="list-style-type: none"> • Identified the root cause of a systemic issue and contributed to implementing a solution. What were the issues that were occurring prior to this? • Applied knowledge from a previous situation to a later situation. Did you recognise that you were doing this at the time? • Used fact finding skills to locate data from different sources to solve a problem. How did you work through the data once collected? • Used your logic to solve a problem. What steps did you take? | <p>Demonstrated use of reason and logic to resolve problems.</p> <p>Proven ability to analyse relevant information to create an effective solution.</p> <p>Demonstrated balanced thinking processes.</p> <p>Proven considered decision making.</p> |
| Communication | <p>Articulates ideas/instructions effectively both written/orally.</p> <p>Initiates communication in difficult situations.</p> <p>Helps to create and facilitate open communication with others.</p> <p>Effective listening skills</p> <p>Stakeholder/relationship management</p> | <p>Describe a time/situation where</p> <ul style="list-style-type: none"> • You collected information from various people. How did you organise and filter the information? • You had difficulty getting cooperation from a person that was vital to the completion of your work. How did you handle this? • You gave a presentation that was important to influence someone's opinion. What was the outcome? • Your active listening skills really paid off and you picked up on key ideas that others | <p>Proven ability to both receive and relay information effectively.</p> <p>Demonstrated ability to work collaboratively with others</p> <p>Demonstrated ability to build and maintain positive working relationships with others</p> <p>Demonstrated ability to consult effectively with stakeholders</p> |

| | | | |
|----------------------------|--|---|---|
| | Effective consultation skills | <p>missed. Were you able to communicate these details to those you did miss them?</p> <ul style="list-style-type: none"> You had to manage the expectations of various stakeholders and how you were able to do this You had to manage a difficult relationship with an internal/external stakeholder and how you went about this Had to utilise your consultation skills to get things done. What are the essential requirements of consulting effectively with stakeholders? | |
| Attention to Detail | <p>Undertakes tasks thoroughly with concern for all relevant areas</p> <p>Verifies accuracy of information before moving forward on a project/task</p> | <p>Describe a time/situation where</p> <ul style="list-style-type: none"> You had the option to leave details of a project to another person however chose to take care of them yourself. What prompted you to do that? Details of a project/task were overlooked and impacted negatively on the project. Did this experience change your approach with future projects/tasks? Attention to detail was important in accomplishing an assigned task. What was it about the nature of the task that made details so important? | <p>Demonstrated consciousness regarding quality and time management</p> <p>Demonstrated understanding of criticality of deadlines and ability to overcome obstacles</p> |

| Key Behaviour | Definition | Sample Questions | Desirable Response |
|-------------------------------------|--|--|--|
| Customer Service Orientation | Keeps a balance between policy and interests of customers; accommodating and eager to assist customer needs whilst realistically managing expectations. | Describe when you: <ul style="list-style-type: none"> • Did something outside of your routine activities for the benefit of a client/customer? What was the outcome? • Initiated contact with a new client/customer. What approach did you take? What worked/didn't work? • Had to turn down a request from a valued client/customer. What were the reasons for this and how did you try to resolve the situation? • Had to deal with an upset client. Did you retain their business/trust? How? | Proven ability to balance policy/procedures with interests and needs of client. Proven ability to accommodate client's needs while realistically managing expectations. |
| Impact and Influence | Influences others/outcomes through appropriate behaviour and by responding constructively towards others. Uses facts to support stance and presents information in a logical way targeted to the audience. Persuasive. | <ul style="list-style-type: none"> • Describe project/activity that was carried out successfully primarily because of your efforts. How did you gain support of others? • Discuss a situation where you used persuasion to successfully convince someone to see things your way. Were you able to maintain their confidence in your point of view? • Describe a time where you led by example. Were you assertive? How did others react? | Demonstrated awareness of where skills work best. Provision of examples of how skill set has assisted in the completion of a project in a team environment. |

| Key Behaviour | Definition | Sample Questions | Desirable Response |
|-----------------------------|--|--|--|
| Initiative | <p>Influences events to achieve goals.</p> <p>Self starting rather than passively accepting or waiting to be directed.</p> <p>Takes actions to achieve goals beyond standard expectations.</p> | <p>Discuss a time when you:</p> <ul style="list-style-type: none"> • Were unmotivated to get a job done. How did you handle this? • Had to quickly reach a decision regarding work. Did others approve of your plan of action? • Had to make a difficult decision. How did you weigh your options? • Did more than was expected of you. | <p>Demonstrated consistency in initiating positive actions/outcomes.</p> <p>Proven ability to start projects on their own or motivate others to do so.</p> |
| Integrity and Ethics | <p>Stays within legal and ethical guidelines when dealing with workplace challenges</p> <p>Behaviour aligned with DEC's values</p> <p>Reliable and respectful of others.</p> <p>Understands how their actions can impact on DEC's and others</p> | <p>Discuss a time when you</p> <ul style="list-style-type: none"> • Followed a policy that you did not agree with. Did you end up regretting your decision? • Believed the actions of a colleague were a breach of the Code of Conduct or values of that organisation. What actions did you take? • Had the option of following correct process. | <p>Demonstrated understanding of the significance of work standards, ethical standards, and laws relating to the business.</p> <p>Demonstrated ability to integrate these areas into their work processes.</p> |
| Job Satisfaction | <p>Takes personal satisfaction in performing position related tasks and responsibilities</p> <p>Enjoys the challenges associated with work and seeks out new areas of personal development through work.</p> | <p>Describe a time when you</p> <ul style="list-style-type: none"> • Set your sights too high. Now describe a time when you set them too low. What was your reaction to this? • Gained a great deal of satisfaction from work. Give examples of your experiences that were dissatisfying. • Were excited by a project/activity. Did it influence how you approached the task? | <p>Proven experience/ability in setting ambitious goals and taking pleasure from this</p> <p>Demonstrated appropriate work ethic</p> |

| Key Behaviour | Definition | Sample Questions | Desirable Response |
|---|---|---|---|
| Technical and Professional Knowledge | <p>Understands technical and professional information necessary for job</p> <p>Learns and applies technical and professional skills</p> <p>Seeks to stay current with developments in fields related to job.</p> | <p>Discuss when</p> <ul style="list-style-type: none"> • You introduced or applied a new concept or development in a related field of study to a work project. Was it effective? • It was necessary for you to communicate technical information, clearly, to an audience. How did you develop your presentation? • Discuss a recent work assignment that involved learning a new technical skill or development. Did you attempt to learn it yourself, or did you reach out to a teaching source? | <p>Ability to explain how data is compiled for preliminary analysis through specific knowledge.</p> <p>Ability to process new developments in the field and integrate these into work processes.</p> |
| Leadership and Management | <p>Manages team through efficient delegation of tasks, conflict management and thoughtful leadership</p> <p>Keeps focused on key objectives that drive performance and competitive advantage.</p> <p>Develops an environment conducive to developing strong working relationships and a constructive culture.</p> | <p>Describe a</p> <ul style="list-style-type: none"> • Decision you made while in a leadership position that was unpopular; how you handled implementing it. How did your team react? • Time when you took the lead in a professional setting when others were not. How were your actions received? • Have you had to convince a team to work on a project they weren't enthusiastic about? How did you do it? • In a leadership/mgt role, have you ever had to discipline/counsel an employee? What was the nature of the discipline? What steps | <p>Demonstrated ability to assist others in their personal development towards achieving common goals.</p> <p>Effective delegation of work to complete projects.</p> <p>Effective dispute resolution and performance management.</p> <p>Effective leadership that supports a constructive workplace culture</p> |

| Key Behaviour | Definition | Sample Questions | Desirable Response |
|---|--|---|---|
| Understanding of Organisation Industry | <p>Chooses educational and professional path relevant to position and industry.</p> <p>Understands the organisation's goals and is able to integrate into personal goals.</p> | <p>Discuss the decisions you have made that led you to seek a job</p> <ul style="list-style-type: none"> • In DEC's. How have your work and education experiences affected your decisions? • In this industry. How have your work and education experiences affected your decisions? | <p>Ability to definitively explain decisions made that have led them to seek a job in this industry and DEC's.</p> <p>They should have done their research professionally and have a clear understanding of what working in the industry and DEC's entails.</p> |
| Teamwork | <p>Addresses conflicts and disagreements proactively that affect team cohesiveness.</p> <p>Works effectively with others in the organization and outside the formal lines of authority (i.e. peers, other units, senior management) to accomplish organisational goals.</p> <p>Considers the impact of their decisions on others and shares credit with others for team accomplishments.</p> | <p>Describe a situation in which you</p> <ul style="list-style-type: none"> • Had to arrive at a compromise or guide others to a compromise as part of a team in order to accomplish a project on time. Was there fallout after the project was over? • Had to work with someone who was difficult to get along with. Why was this person difficult? How did you handle interactions with that person? • Had to approach a member of another team or function within your company for assistance on a project. How did you go about making the request? • Who is the best manager you have worked for? What about their managing style appealed to you? | <p>Demonstrated ability to understand and value how important working relationships are for DEC's.</p> <p>Evidence that is prepared to work at making relationships function well.</p> |

| Key Behaviour | Definition | Sample Questions | Desirable Response |
|----------------------------------|--|--|---|
| Work Standards | <p>Sets high yet realistic goals of achievement for self, reports, others and DECs.</p> <p>Experiences dissatisfaction with average performance.</p> <p>Addresses issues of poor performance.</p> | <p>Describe a situation</p> <ul style="list-style-type: none"> • In which you found that your work product was not up to expectations. What happened? What action did you take? • When you were not very satisfied or pleased with your performance. What did you do about it? • When you had to give an explanation of what you could realistically deliver to a manager. Why was it important to articulate your capabilities? • When you worked with a colleague who was not completing their share of the work. How did you manage this? | <p>Proven ability to plan and prioritise</p> <p>Demonstrated constructive personal energy, commitment and standards for own work.</p> |
| Planning and Organisation | <p>Establishes a course of action for self to accomplish specific goals</p> <p>Plans proper assignments for employees and appropriately allocates resources</p> <p>Manages time, resources and agendas effectively to avoid waste.</p> | <p>Describe a time when you</p> <ul style="list-style-type: none"> • Were assigned a complex project. Specifically, what steps did you take to prepare for and finish the project? Were you happy with the outcome? What one step would you have done differently if given the chance? • Delegated a complex project effectively. What were your personnel and resource constraints? • You had to juggle several projects at the same time. How did you organize your time? • What steps do you follow in studying a project before making a decision on how to approach that project? | <p>Demonstrated ability/experience in/to plan ahead, make good decisions, analyse different possibilities, and effectively accomplish the workload.</p> |



Queensland Water Regional Alliance Program

The Queensland Water Regional Alliance Program (QWRAP) is a Queensland Government funded program delivered collaboratively with LGAQ and Queensland Water Directorate (*qldwater*) to support local government in the sustainable delivery of essential water and sewerage services in regional Queensland.



Queensland
Government