

Employment practices				Feb-22
<b>Risk Context</b>				
Failure to effectively manage and lead human resources (full-time, part-time, casuals, temporary and volunteers). This includes: -Not having appropriately qualified or experienced people in the right roles. -Insufficient staff numbers to achieve objectives. -Breaching employee regulations. -Discrimination, harassment & bullying in the workplace. -Poor employee wellbeing (causing stress). -Key person dependencies without effective succession planning in place. -Industrial activity.				
<b>Potential causes include:</b>				
Leadership failures	Ineffective performance management programs or procedures			
Key / single-person dependencies	Limited staff availability - labour market conditions			
Poor internal communications / relationships	Inadequate induction practices			
Ineffective Human Resources policies, procedures and practices	Inconsistent application of policies			
				<b>Controls Assurance</b>
Key Controls	Type	Date	Rating	Control Owner
Performance appraisals / Review process	Preventative	Dec-22	Adequate	DCEO/ MWS
Encourage Staff social activities	Preventative		Not Rated	
Induction process (Code of Conduct Component)	Preventative	Aug-21	Adequate	DCEO/ MWS
Ongoing staff training and education program	Preventative	Jul-21	Adequate	DCEO/ MWS
Work/life balance	Preventative		Not Rated	
Workforce Plan	Preventative	Mar-22	Adequate	DCEO / GOV
Succession Planning	Preventative	Ongoing	Adequate	CEO
Employee Assistance Program & HR support	Recovery	Ongoing	Adequate	DCEO
Exit interview	Recovery		Not Rated	MGMT
Insurance	Recovery	Ongoing	Adequate	DCEO
<b>Overall Control Ratings:</b>			<b>Adequate</b>	
Actions	Due Date	Responsibility	Status of Actions / Treatments	
Performance appraisals / Review process	Ongoing	DCEO / MWS	implemented - ongoing	
Consequence Category	Risk Ratings		Rating	sk Rating Changed since the la
Compliance, Health, Reputational, Financial	<b>Consequence:</b>		Moderate (3)	Y
	<b>Likelihood:</b>		Possible (3)	Y
	<b>Overall Risk Ratings:</b>		<b>Moderate</b>	Risk rating trend since last review
Indicators	Type	Benchmark		Result
Suitable budget for training	Leading	\$ or hrs / employee / % of salary		
Average absenteeism	Lagging	%PA		
Employee Turnover (% Staff turnover rate)	Lagging	%PA		
Legal claims, fines	Lagging			
Workers Compensation claims (stress claims)	Lagging			
Employee Satisfaction survey	Leading			
<b>Comments</b>				<b>Comments</b>