

Examination of Management Policies and Procedures and Current Best Practices

The Case of Shire of Serpentine Jarrahdale

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### **Executive Summary**

The managerial abilities of a corporation or organization are largely responsible for its success. The Shire of Serpentine Jarrahdale in Western Australia receives a series of recommendations in this study to enhance the fundamental four management responsibilities of planning, organizing, leading, and controlling. With 30,000 residents, this local government body covers an area of 905 km<sup>2</sup>. Western Australia's Shire of Serpentine Jarrahdale has indeed been noted as a rapidly expanding region. Infrastructure development, development services, and corporate services are some of the main services offered by this. According to the budget for the previous year, Shire of Serpentine Jarrahdale spent \$10,2,000,000 on new infrastructure, upgrades to existing infrastructure, and road improvements. These kinds of services can be improved even further through improved management practices. The management of the local government has adopted a 10-year strategy that is primarily focused on lowering the cost of hiring new employees and lowering worker turnover. These choices are made in accordance with the planning procedure. Authorities developed a management plan for COVID 19 to combat the current pandemic issue, demonstrating greater organizational skills. To give employees with a safer working environment while fostering stronger leadership, the serpentine hierarchy follows a corporate ethic statement. The two most important identified regulating policies critical of serpentine maintenance are drug and alcohol policy and health and safety policy. Key managerial responsibilities include adhering to best practices. Planning involves defining a set of goals and the best way to reach them. The following flaws were discovered when local government power for the county of serpentine was examined in detail. Plan exclusively for smaller deliverables; provide no clearer indication of the job specialization; and provide no documentation about the use of teamwork. The Shire of Serpentine Jarrahdale governing body can become a premier local authority in Western Australia if it can avoid the shortcomings outlined above. The

recommendations listed below can help you accomplish that goal. Recommendations include allocating resources in accordance with the specialty of the task, maintaining quality control throughout the process, and, most significantly, defining clear ultimate goals and objectives.

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### **Introduction**

In order to achieve the organizational goals, there are two important questions that need to be asked: how does the organization move the needle in the direction required to achieve its objectives, and who has been placed in charge of ensuring that employees are steered in the right direction as it tries to pursue its objectives? (Boogaard, 2022). The most appropriate answer to these questions is management, given that it is the organization's leadership team that is tasked with setting the finish line, as well as supporting their teams to cross it. To achieve this, however, the management team must fulfill the core responsibilities, which have also been termed as the four functions of management: planning, organizing, leading, and controlling (Boogaard, 2022). To establish a clear method for successful management, these essential functions should be integrated. During the planning stage, the organization's direction is determined. Resources are allocated and responsibilities are assigned to each person with specific objectives during the organizing stage. During the leading stage, management tries to persuade and inspire workers to meet goals. The managing stage works to uphold the organization's standards and correct actions that deviate from these standards while the preceding tasks are being carried out (Gitman et al., 2018).

Based on this perspective, the main objective of this report is to provide a critical analysis of the four functions of management with reference to the Shire of Shire of Serpentine Jarrahdale. The main objective of this report is to identify the strengths and weaknesses of the company in relation to these functions, as well as provide recommendations on how these can be improved. A region with over 27000 residents is under the local government body of the Shire of Serpentine-Jarrahdale (Government of Western Australia, 2022). This report analyzes this government organization's operations and present practices using them as a case study. Specific analyses of the management process's strengths and weaknesses are conducted, and suggestions

are offered regarding how the organization might enhance its management capabilities. By asking us to discuss the case study's unique merits, flaws, and recommendations, it enables us to learn more specifically about research and management functions.

Nine major sections make up the report's organizational framework. A brief overview of the council organization and its operations is provided at the beginning of the paper. The council's current management was studied in the following part and divided into its four primary functions. The research results were then listed in the next section. The fifth section lists each of the four management functions along with two best practices. The analysis of the case study's advantages and disadvantages in relation to management tasks is the main goal of the following section. The seventh section offers suggestions for how the organization might strengthen each of its management functions in order to enhance its current management.

### **Background and Description of the Organisation**

Shire of Serpentine Jarrahdale (SJ shire), a local government authority that is situated at the south east of Perth metropolitan area's peel region (SJ Shire, 2022), as well as the policies and procedures employed by this organization is the focus of this report. The SJ Shire has a total size of 905 square kilometers and is mostly rural, with the majority of its 15,000 residents living in the significant town of Byford (Government of Western Australia, 2022). With the majority of the population development concentrated in two places, SJ shire, one of the quickest developing areas of local government in Australia, is expected to see a surge in population from 30,000 persons now to about 68,000 by 2036 (SJ Shire, 2022). Mundijong and Byford townships serve as the locales (Government of Western Australia, 2022). For context, the aerials of Byford in figure 1 demonstrate how much infrastructure has already been built over the past ten years due to this high rate of growth. On the basis of the anticipated population expansion, it is anticipated

that the region would experience even more infrastructural development during the following ten years. Figure 1 represents the infrastructure transformation on this region that has taken place in the past decade.

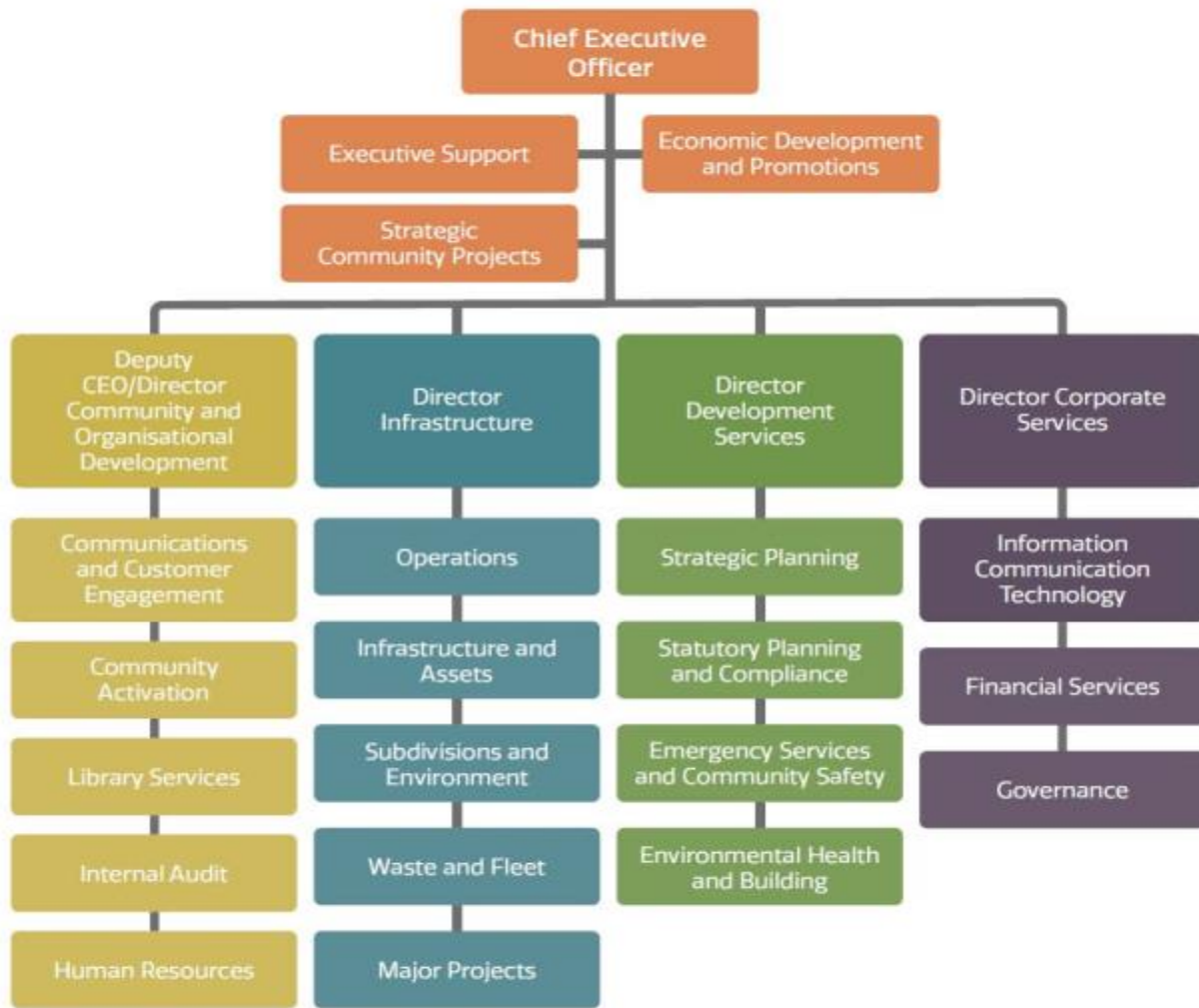


***Figure 1: an overview of Byford development, which include a railway extension (Government of Western Australia, 2022)***

Municipality in Western Australia offers cultural institutions including art museums, galleries, and theatres in addition to local infrastructure like roads, bridges, walkways, and drainage (Government of Western Australia, 2022). Due to the rapid growth rates, SJ shire will require a substantial amount of infrastructure over the ensuing decades to accommodate the influx of new citizens. The authority conducted a \$2.4 M in construction and structural asset renewal, as per the 2020–21 SJ shire budget (Government of Western Australia, 2022). The authority also invested approximately \$3.8 M in enhancing current infrastructure and amenities, \$4 M in rehabilitating and improving the roads, and another \$4 M in enhancing risky road junctions and bridges resources (SJ Shire, 2022).



The shire will also get about \$11 million in donated road infrastructure from privately owned land development projects. In the 2020–21 financial year, the shire was directly or indirectly funding roughly \$25 M in infrastructure and construction projects (SJ Shire, 2022). Infrastructure construction is expected to continue in the foreseeable future due to the anticipated increase. With a governance structure for the implementation of infrastructural development, projects, and the regulation of land development, it is evident from an analysis of SJ shire's operational structure that they are managing and executing the infrastructure projects internally, at least in part (SJ Shire, 2022). Figure 2 provides the organizational structure of the Shire of Shire of Serpentine Jarrahdale.



**Figure 2: Organizational structure for Shire of Serpentine Jarrahdale (Organizational Development Road Map, 2020)**

**Findings**

Due to the public availability of a complete copy of the local government authority's rules and processes, the team decided to analyze the Shire of Serpentine Jarrahdale as the case study. In December 2017, the Shire of Serpentine Jarrahdale implemented a new set of organizational operating procedures to replace their existing council policies governing the organization's operations (Petition Organisation, 2022). The organizational planning process and reactions to the COVID-19 pandemic, each of which serve as examples of planning process, were also

accessible in detail. The 2020 – 2030 Development Roadmap of Serpentine Jarrahdale provides a comprehensive copy of the Shire of Serpentine Jarrahdale policies, while the process planning for the organization's workforce is provided in figure 3. The lack of results for the Shire of Serpentine Jarrahdale in search of prior events on the Work Safe WA website indicates that there have not been any significant safety or malpractice incidents there recently. This conclusion was further supported by a review of the legal publisher, which turned up no recent cases involving the shire that were of a corporate type (SJ Shire, 2022).

### **Organisation's Policies and Procedures Analysis**

It is impossible to investigate all of the Shire of Serpentine Jarrahdale policies discovered during the study because to the length restrictions of the paper. As a result, a sample of the policies embodying the important managerial tasks that the study is focusing on have been examined.

### **Planning**

An illustration of a document for company planning is the shires strategic roadmap. This document's goal is to describe the organization's current situation and future direction over the course of the next ten years. The document does a good job of contrasting the organization and its employees with other business entities (SJ Shire, 2022). The organization's main difficulties and pressures are analyzed. The organization's strategy for achieving its objectives within the stated time frame is then presented. Figure 3 provides a brief summary of the planning process that is associated with the Shire of Serpentine Jarrahdale planning process.



**Figure 3: Planning process for the Shire of Serpentine Jarrahdale workforce (obtained from the Organizational Development Road Map, 2020)**

The advantages of such a procedure are numerous, including lower recruitment and retention costs, a reduction in organizational knowledge and performance loss through staff turnover, and increased ability to target worker development into areas of greatest need in line with organizational strategic goals. The desired results are summarized in appendix 1 to help the reader and maximize the benefit of the planning process.

### **Organizing**

The recovery program from the COVID-19 pandemic, which was recently published, is an illustration of an organizational document. This document outlines the resource reallocation strategy the shire will use to meet the challenges of functioning during a pandemic (Gitman et al., 2018). Key recovery activities, the necessary resources, and how the activities will be carried out are all identified in the recovery plan. The recovery plan is found to not have obvious ties to

an overarching corporate aim and to not contain mechanisms for monitoring the plan's implementation, while being a useful document for focusing resources and establishing tasks. These additions are crucial for the strategy to successfully organize a sufficient reaction (Gitman et al., 2018).

### **Leading**

In regards to the Shire of Serpentine Jarrahdale, leading is based on two concepts: A statement of business ethics and workplace behaviour.

#### ***Business Ethics Statement***

A declaration regarding business ethics has been released by the Shire of Serpentine Jarrahdale. The goal of the statement is to provide direction and clarification on how Shire of Serpentine Jarrahdale interacts with the public and business sector in western Australia. What parties can anticipate from Shire of Serpentine Jarrahdale and how the organisation expects to treat its staff are both made explicit in the ethics statement (American Intercontinental University, 2022). The statement serves as a helpful tool for managing expectations and establishes a standard for doing business. The ethics statement serves as a solid example of a leading style document because it outlines recommended standards and makes explicit the conditions for dealing with the Shire of Serpentine Jarrahdale (American Intercontinental University, 2022).

#### ***Workplace Behaviour***

The goal of the Shire of Serpentine Jarrahdale's workplace behavior policy, like that of the majority of contemporary organizations, is to enable the company to live up to its principles while also complying with the legal minimum standards for a safe workplace. It is interesting

that the policy holds managers and supervisors to a higher bar of adoption than regular employees. The policy further stipulates that management may be subject to disciplinary action if incidents of harassment, bullying, or discrimination go uninvestigated (Gitman et al., 2018). The policy outlines the conduct that is required of the shire employees as well as the circumstances in which it will be used. The policy specifies a discrimination definition and enumerates several forms of it. It also explains the types of harassment and their legal definitions. The policy's consequences are laid out, along with the results of failing to comply with the responsibility of properly conveying a need. Overall, despite the fact that the behavior policy does not provide a singular or exemplary standard, it is effective in directing personnel, outlining expected standards of behavior and the consequences of not upholding the standard.

### **Controlling**

In regards to controlling, there are two policies which the Shire of Serpentine Jarrahdale continues to emphasize: Policy on Drugs and Alcohol and Policy on Health and Safety.

#### ***Drugs and Alcohol Policy***

This is a really good illustration of a regulating policy. Organizations must have policies and processes in place to control the use of illicit substances and the effects it may have on the working environment for a variety of reasons. The Shire of Serpentine Jarrahdale has implemented a randomized and cause testing procedure as well as rules prohibiting employees from using alcohol or drugs at work. The policy establishes a standard and specifies how to measure it (Bauer, Short & Erdogan, 2017). A set of steps that must be taken in the instance of a policy violation or suspected violation are also outlined in the policy. It is interesting that the policy permits moderate alcohol consumption with the CEO's approval (Bauer et al., 2017).

According to the policy, managers and supervisors have a responsibility to make sure their staff members are secure and don't put themselves in danger by drinking alcohol. The policy's scope of application is also broad, covering both contractors and temporary employees. In short, the policy outlines acceptable standards, a way to enforce them, and the consequences that will follow if the rules are broken. It also limits how people behave toward drugs and alcohol at work (Gitman et al., 2018).

### ***Health and Safety Policy***

This policy was developed in a controlling style with a single goal in mind. To accomplish the bare minimum required by law. The policy makes no attempt to establish new benchmarks or industry best practices (Bauer et al., 2017). Its purpose and objective are clear: to ensure that the law's requirements are met. The mandated minimum position is spelled forth in the policy, and this serves as the document's achievement criteria. The policy specifies accountability based on organizational structure. Notably, the policy leaves no clear indication of the consequences for failing to comply with its demands; this could be viewed as a weakness in the policy because it obscures the intended results (Gitman et al., 2018). The policy does, however, include an associated procedural paper that might provide additional clarification. The obtained policy set is thorough and complete, to put it briefly. There are some aspects that could use improvement, like communicating results (Bauer et al., 2017). A cross-section of the policy suite that illustrates the four recommended practice managerial functions has been analyzed.

## **Management Functions Best Practices**

### **Planning**

Choosing what to do and how to do it based on a set of predetermined objectives is the role of management known as planning. The best planning method is to first determine the task's

objectives based on the necessary objectives or goals, and only then should the steps necessary to achieve those objectives be created (Bauer et al., 2017). The developed steps must be organized into a methodical process that specifies actions to accomplish goals; the steps must be strategic, thorough, and perceptive.

### **Organising**

The management process known as organizing entails allocating resources to accomplish the intended goals outlined in the plan. To ensure that the tasks are correctly completed and given to the appropriate people, organization is required. The finest organizational techniques involve achieving job specialization and delegation (Fayol, 2016). Work specialization is the process of allocating the right specialized individual to the task; this choice must be made during the organization stage to guarantee that the task is completed by the person with the appropriate training. By achieving work specialization during the organization stage, tasks will be successfully accomplished (Fayol, 2016). It is standard protocol to make sure duties are distributed among staff as needed; delegation is the responsibility of splitting jobs among workers. To avoid being left with an unfinished assignment or having to complete chores themselves, management must accomplish this task well.

### **Leading**

The managerial task of leading involves having an impact on how employees behave. The best practices are varied, but they incorporate team chemistry and common communication points (Bauer et al., 2017). To inspire workers to accomplish tasks to the highest of their abilities, leaders must concentrate on communicating with them effectively. Effective communication should be regular, sincere, direct, and purposeful. Providing information, values, and attitudes can be vital to the achievement of goals, so communication is helpful in this regard (Bauer et al., 2017). The goal of leadership should be to build cohesive teams that can complete



tasks. Productivity will rise and conflict risk will drop when dynamically working individuals are grouped together. When thinking about the style of communication and the dynamics of the team, it's critical to comprehend the beliefs, opinions, feelings, and characteristics of the employees (Fayol, 2016).

### **Controlling**

The managerial task of controlling entails making sure that performance standards do not depart from established norms and guidelines. Controlling involves a grasp of who is responsible, what the standards and rules are, and that there are operation plans in place (Fayol, 2016). Taking corrective action when performance does not meet requirements and holding weekly meetings are the best practices for controlling. Reviewing the current situation and realigning members' criteria with previously established ones will be possible thanks to meetings with stakeholders and staff (Fayol, 2016).

### **Organisation Strengths and Weaknesses**

The planning, organizing, leading, and controlling management functions show both strengths and problems in the Shire of Serpentine Jarrahdale. The organization is open with the public about how it operates, thus all of the information management is readily available. To maintain each organization's growth and success, it is essential to recognize its most important strengths and shortcomings (Bauer et al., 2017). An accurate assessment can transform flaws into strengths and help to better understand how the business is performing. Based on an examination of the current managerial functions, this part describes the case studies management system's advantages and disadvantages.

### **Planning**

Setting task objectives based on goals and developing procedures to accomplish those goals have been acknowledged as the best planning practices. The fact that the organization has a

strategic plan with detailed actions for achieving the objective is a strength. Workers that will have to utilize it as their benchmark for success have access to the plan in a big way as well (Bauer et al., 2017). The plan's flaw is that it only includes four steps, not the particular actions needed to fulfill each of those milestones but rather the smaller deliverables of the organization's overall goal. The organization has a program to boost employees' productivity and performance. This program, which was laid out in the business strategy, enables the organization to raise the value of its personnel and draw in qualified prospects. Feeling underappreciated and undeveloped is a major factor in why employees leave their jobs. The Shire has incorporated this advantage into their organization by vying for the attention of and keeping skilled workers in the market (American Intercontinental University, 2022).

### **Organising**

The job of organizing is to allocate resources to meet the goals of a plan and it has been determined that the best methods involve job specialization and delegation (American Intercontinental University, 2022). It can be observed from the organization's most recent recovery plan that it understands the significance of effective resource allocation. Knowing how to organize one's firm is crucial and is regarded as a strength of the organizational management function. The document also highlights the company's organizational strength in its effective resource allocation for emergency recovery. This company shows no signs of work specialization, which is a problem according to the best practices that have been thoroughly investigated (Bauer et al., 2017).

### **Leading**

Best practices for leadership include an emphasis on communication and team dynamics. Leading is the ability to influence the activities of the workforce. The business has policies with consequences in place to affect its personnel. The organization's advantages include the ability to

persuade workers to align their ethics and values with those of the company, which should lead to the formation of cohesive teams. Through the written policies, communication is demonstrated within the hierarchy; this is an advantage that shows there is open communication within the company. The lack of a stated effort to use team dynamics by assembling teams of individuals that get along is one of the shortcomings. Another flaw is that there are not any meetings or communication activities that explicitly engage diverse community members.

Their creation of the specialized development focus program, which initially concentrates on the creation of the competencies of leadership in positions before moving on to building of the competencies of the larger workforce, is another noteworthy strength. As a result, the organization's personnel will be of higher caliber, and their leadership skills will also increase. Employees are more likely to identify themselves with the direction of the organization when given additional authority and chances, which is advantageous for the organization (American Intercontinental University, 2022).

### **Controlling**

Controlling entails monitoring performance standards, identifying best practices for corrective action, and holding stakeholder meetings. By having written policies that staff must abide by, the organization hopes to assure best practices. A strength underpinning the practice of engaging with stakeholders is the organization's documented involvement with stakeholders. Lack of communication routes between the organization and the community is one of its weaknesses, which could cause the organization's standards to slip without the "higher-up" members' knowledge. A capability that will keep members' practices in line with the organization's quality standards is that the corporation employs the corrective action described in the policies (American Intercontinental University, 2022). Finally, despite the company's

comprehensive safety and health management system, external certified bodies are still required to improve its efficacy, compliance with local, national, and worldwide best practices, and stakeholder promotion (**Hadson, 2019**). This is an area of the organization's controlling that needs to be strengthened.

### **Recommendations**

The team wants to offer suggestions to the Shire of Serpentine Jarrahdale regarding their planning, organizing, directing, and regulating business management activities. The team has examined some of the information accessible to Shires and evaluated the advantages and disadvantages of each management function. The recommendations are created such that they do not adversely affect the strengths, which will be kept exactly as they are. The proposals attempt to strengthen the shortcomings, which will be the area of improvement.

### **Planning**

The team suggests that the organization make its planning papers' milestone breakdowns more precise. The milestones can be divided into smaller tasks, which will result in a list of smaller goals to achieve on the way to the ultimate milestone. Employees struggle to understand what precise activities must be taken to achieve the organization's goal because the organization currently only lists the bigger milestones as stages towards the overall aim. All stakeholders will have a manual of the organization if the organization's goals are specified in the business strategy with timelines and KPIs as the metrics of success for them. When compared to the existing situation, when the goals are not specified with clear time frames or performance indicators, the transparency will allow employees and other parties involved to keep moving in the same direction and complete duties more successfully.

**Organising**

The team suggests that the company increase job specialization. There is now a weakness when no evidence of work specialization is present, it was noticed. If an organization aims to allocate resources where they will be used most efficiently (including the workers and specialised members of the workforce), it will increase productivity. The organization can do this by first mentioning it in the business strategy and making sure that resources are allocated where they will be used most effectively. After that, the organization might designate a manager to allocate the appropriate resources to particular tasks. The manager will then continue to keep an eye on each task's development to ensure that the appropriate resources are still being used inside the tasks as they proceed.

**Leading**

The team suggests that the organization enhance team dynamics and enhance communication with stakeholders and employees via planned and regular meetings. It is advised that the organization look to allocate individuals who would work effectively together by sharing certain aims and preferences to tasks/teams as there is no evident additional information the use of group dynamics. Engaging with employees and other stakeholders allows the organization to keep them on the same page with its beliefs and make sure they are adhering to its rules.

**Controlling**

The team suggests that the organization create a series of avenues via which the society (and other stakeholders) can voice their opinions about how the organization is run. As there is no mention of community engagement in the business strategies at the moment, stakeholders may be dissatisfied with the organization's activities and may have unfavorable feelings about the organization. Stakeholders must be informed of the expected results of goals, and the organization must monitor the actual results by its own research and through obtaining feedback

from stakeholders through regularly scheduled meetings, as indicated. To guarantee that the performance does not drop below what the organization has specified in the plans, it is advised that the organization include the methods of quality assurance in the business strategy and make sure they have supervisors evaluating the progress of tasks. Because they will enable the organization to accomplish overall quality management, the suggested actions are essential.

**Challenges and Lessons Learnt (All members)**

<b>Challenges</b>	<b>Lessons Learnt</b>
<p>The group found it difficult to produce a report that meets all upper criteria for marking.</p>	<p>The lesson that was learned to increase the caliber of a group project is to continually review the project parameters and assess how the teams' contributions compare.</p> <p>The team discovered that quality improvement also depends on cross-checking group members' work.</p>
<p>Finding a business or organization to utilize as a study case for the paper that had publicly accessible materials was a difficulty for the group. A more comprehensive report could be produced if there were more resources available.</p>	<p>Most businesses won't typically have easy access to the volume and kind of data needed for this report. This is because the business process, which most organizations keep private, is immediately impacted by such information. We made a short list of potential candidates and compared the information quality and quantity before selecting the finest</p>

	firm for our job. This approach, which we learned, proved to be the most successful.
The group needed to distribute project work among the group appropriately.	<p>The team discovered via experience and some research the value of assigning subjects and segments to group members depending on their interests and abilities.</p> <p>For instance, we discovered that it was preferable for some users to contribute more to the editing and reflecting parts.</p>

**Engineering Australia Competencies**

Competency 1.2	<p>Conceptual knowledge in the computer and information sciences, maths, quantitative simulation, statistics, and other fields that support engineering (Engineers Australia, 2022). The team needed to understand the assessment, look into it, and analyze the information they found in order to produce the highest-quality report possible for the assignment, which led to the development of the competency. In order to complete this evaluation sooner than the deadline and prepare an oral report regarding the results, effective communication and management within the group were essential.</p>
Competency 1.5	<p>understanding of how engineering design works and how context affects engineering (Engineers Australia, 2022). The project improved understanding of the interactions between engineering and contextual</p>

	<p>elements as well as aspects of the competency requiring awareness of human factors pertinent to engineering and awareness of the principles of business management.</p>
Competency 2.2	<p>Application of engineering methods, resources, and tools with ease (Engineers Australia, 2022).</p> <p>Through this project's study and examination of engineering management tasks, an awareness of the management system of engineering activities was produced. Through management research and a case study where suggestions were to be made on the company's engineering management functions, the importance of management technologies in engineering was also explored during this project.</p>
Competency 3.5	<p>Self-control and professionalism are essential (Engineers Australia, 2022). Each team member committed to time management on a strict project timeline after fully understanding their responsibilities. During the course of this research, this competency has also seen evidence of self - assessment and self and professional improvement. This particular section's analysis of how the team used and improved certain engineers Australia competencies is a shining example of critical analysis and professional growth.</p>
Competency 3.6	<p>Effective leadership and team participation (Engineers Australia, 2022).</p> <p>The team members worked well together and dynamically at first, following one person's lead as he or she organized the report's sections and gave it an overall outline. Then, each member took their time to</p>



	<p>take charge of their own portions of the report. One team member was crucial to maintaining the schedule, while another was crucial to modifying and completing the report. Throughout the first project and this one, the Team functioned well as a unit and built confidence and trust. Throughout this project that was team-oriented, the competency was effectively proven and developed.</p>
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### Appendix

#### Appendix 1: Strategic Workforce Planning for the Shire of Serpentine Jarrahdale

