

06 June 2018

Mr D Sales
President
Dogs Tasmania
PO Box 116
GLENORCHY TAS 7010

Dear David

Please find attached my review of the office function and staffing levels of the office of Dogs Tasmania and my confidential recommendations.

I would like to take this opportunity to thank Kerry and his staff for their co-operation and hospitality during my visit.

An account for my travel and expenses will be sent under separate cover.

Kind regards



WOLFGANG SCHNITZER
Executive Officer

- ***The Council requires that all practices and procedures to be reviewed. We would expect to see recommendations by which current procedures could be improved including by using new technology, new systems which would improve productivity and an indication of redundant procedures which might be ceased.***
 - Current procedures which are in place are overall considered to be satisfactory. Time and management of these procedures have been identified with recommendations suggested to improve these areas. Recording of the same procedures were being conducted by both members of the staff several times and this was considered unnecessary and bordering on overkill.
 - A number of procedures which I considered required reviewing were identified and discussed with the staff. Recommendations were suggested and put in place immediately. Although minor in most areas, by transferring these issues to the volunteers it allowed for the staff to concentrate on the more important issues requiring their attention. The value of the volunteers was evident but utilisation of these volunteers and the tasks they were evidently able to do required more consideration.
 - Technology is more than adequate for the current situation. This should be continued to be monitored by the Executive Officer and updates acted on accordingly. This may require the approval of the Council, but the EO should be allocated a portion of the budget to be able to do this without necessarily referring to the Council.

- ***We would expect to see a recommendation on the staffing level (both full and part time) considered necessary to carry out these tasks and procedures efficiently and in a timely manner.***

- Initially on first impressions I would have considered the office to be adequately staffed. After spending time observing the existing staff they are obviously extremely efficient and dedicated. At the current time they appear to be able to cope with the work load with the assistance of the volunteers, but, in the future I believe two full time staff members (excluding the Executive Officer) would be far more effective. This could be achieved by offering full time employment to the existing part time staffer, or alternatively employing a further part timer to fill the void left when the existing part timer leaves for the day. With new time and management procedures this level of staffing should continue to provide a more than satisfactory service to the members.

I must stress at this time, that this is currently achievable due to the level of volunteers and their obvious knowledge of the dog community.

It is my recommendation that the Executive Officer be employed five (5) days per week or at a minimum at least two weeks per month at five days. This would be especially beneficial to the Executive Officer to deal with matters more promptly, particularly at the conclusion of Board Meetings. Further I don't believe it is ideal for a member of the staff to be left alone in the office to deal with any matters which arise and would be better dealt with by the Executive Officer. This staff member is not being paid sufficient, in my opinion, to deal with this added responsibility. I would further recommend that time in lieu be dispensed with and his salary be adjusted accordingly.

The Council should be aware that some members of the staff are currently taking annual leave to suit the running of the organisation. This appears to occur when the office would not normally be open due to circumstances i.e. Hobart Royal, Christmas etc. Should this situation change the office would be under extreme pressure to perform satisfactorily and my recommendation that additional staff be employed would cover this scenario.

Of further concern was that staff and the Executive Officer were taking work home so as to alleviate the pressure during normal working hours.

- ***We would expect to receive position descriptions for the positions included in the recommended staffing level.***

- A copy of the current position descriptions were provided to me. These descriptions for all staff members as previously determined are current and achievable providing that some of the duties allocated can be referred to the volunteers from time to time.

What was very evident, and of great importance to the organisation, was that all staff were very capable of multi-tasking and at any given time all areas of the office were able to be maintained.

- ***We would expect to receive recommended salary levels for those positions.***

- On reviewing the salaries it is my opinion that salary levels are in urgent need of review. It would appear the Council has not completed a review in some time.

Dogs Tasmania is extremely fortunate to have in its employ staff that is extremely dedicated to the organisation and this requires acknowledgment.

- ***We would expect to receive advice regarding the adequacy or otherwise of the office accommodation.***

- Although not ideal appears to not be a huge issue for the staff. As Dogs Tasmania's position requires it to rent office space, this is an issue that the Council should address should new premises be considered.