



The HRwisdom Community Employee Attraction & Retention Guide



HRwisdom



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Welcome to this special guide on employee attraction and retention.

With over 1,000 business managers, HR professionals, and consultants now part of the HRwisdom community, we thought it was a good time to tap into the collective wisdom of the group and share good ideas, tips and strategies to find and keep good employees.

To this end, we have created a special new report in which people like you within the HRwisdom Community have shared their employee attraction & retention successes and advice.

We intend for this special guide to be a 'living' document with new advice and information being added all the time.

If you have good ideas to share, send us your article and, if it adds value to the HRwisdom community, we'll add it to the next instalment of the report.

To find out more or to contribute your article, go to:

www.hrwisdom.com.au/hrwisdom-partners/promote-yourself.html

Now get yourself a fresh cup of coffee, sit back and discover some excellent ideas, tips and tactics to help your organisation find and keep good employees.

Ben Geoghegan
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Alan Hargreaves: Start Serving: A Holistic View of Service

I once worked for a chef who ran a five-star restaurant in a ski resort. His passion was customer service. He demanded that staff focus entirely on the experience of our patrons. Unfortunately, he did so obsessively. When a waiter returned to the kitchen to refill an empty salt shaker, he would not acknowledge that she was attending to her duties. Instead, there was an explosion. He would scream at her, 'Why wasn't this already checked?!' It was not unusual for our waiters to weep while serving.

Is a narrow service view effective?

Did this management style improve the customers' experience? The waiters still seemed to receive tips, but the chef never did. As a humble kitchen hand observing this from the dishwasher, I sensed a disconnection. While our chef would parade around the restaurant oozing charm and looking for compliments, our staff were deeply unhappy. And if a customer so much as suggested a minor thing was amiss, the head waiter would be publicly upbraided. It was not a pleasant experience for anyone.

'Anyone' included everyone who contributed to the process: our suppliers, who just didn't like dealing with him; the ski resort community; and managers of other businesses. Many of these people would have been occasional patrons of the restaurant.

Even students like me, who were doing a seasonal job to work on their skiing, were demotivated. We might have been part-timers, but the business couldn't run without us.

The restaurant was rarely full. It was only booked out when the whole valley was full. Staff turnover was massive and, predictably, there were cases of sabotage. An aggrieved staffer might turn the gas off at the main or leave the freezer off overnight. A waiter would simply walk out in the middle of a sitting.

It could all have been handled differently if the chef had broadened his service obsession to include serving his staff.

Why stop at customers?

Service has become central to management thinking. Marketing seminars, management theory, sales development and the like have focused on how to

serve the firm's ultimate customers. That is a useful end in itself, but it too often defines the process as a one-way street – one in which only the customer is the beneficiary.

Service can be a productive force all the way up and down the food chain. It should be part of a firm's dealings with all stakeholders:

- the shareholders, who provide the risk capital
- the managers, who direct the business
- the employees, who make it happen
- the suppliers, who provide the inputs
- the community in which the firm operates
- the clients and customers, who purchase the outcome

All of these stakeholders have needs. Fulfilling them has a broader impact, just as a rising tide raises all boats. Motorola, a company known for effective people management, acknowledges this in its internal slogan: 'There are people who serve customers, and there are people who serve people who serve customers'.

Reverse the conventional thinking that your staff are there to serve you or the firm. Look instead to how you or your firm can serve your staff. It may sound like a sentimental statement, but you will rise by lifting others. So will your business.

Begin with small actions

The salt shaker episode could have been managed differently. The chef could have organised a five-minute session with the wait staff to create a list of checks to be performed before each sitting. He could have delegated responsibility for it and then focused on the cooking.

My wife runs an equestrian business, breeding, boarding and training horses. Stable staff functions such as mucking out, grooming and cleaning are necessary and often tedious. Keeping good staff is at times problematic. But over time, she has assisted keen staff to take on more responsibility. One key member started as a part-time stablehand and has grown to become stable manager, releasing my wife from various responsibilities and adding status and motivation to her own job. This person's skill set has been enhanced with training encouraged and supported by my wife. The principle is to serve employees' needs to better themselves and their skill sets, rather than

improving the immediate prospects of the business - even if over the longer term that is the outcome.

You might think that this is basically just good management, yet it is surprising how little thought managers and business owners give to the personal development of their staff.

Put a service perspective on staff development

In my book we look at business functions through the lens of servicing the needs of the stakeholders involved. Because the internal economy of a business is a circular flow of relationships between all stakeholders, we can gain a new and powerful perspective by treating each of them as the start of the food chain rather than simply part of it.

Make a list of your key staff or your immediate reports. Think of them as customers and use the same guidelines you would use in strengthening customer relations:

- Focus on quality. How will you make this a positive experience?
- Communicate. Develop a two-way dialogue, not a one-way conversation.
- Deliver. If you promise to do something, follow it through.
- Prioritise. Focus on developing a quality employee, not a product.
- Check your attitude. Take a positive view of their talents.

Make note of their contributions. Don't limit this to their existing skill sets or functions. Take into account their more intangible strengths: their loyalty, enthusiasm, trustworthiness or positive attitude. Are they open to new ideas? Do they have abilities that are only used occasionally in their current function but could be used more in new areas of business? They may have particular advantages arising simply out of the generation they happen to belong to. Do they have strengths that offset other people's weaknesses? Does the list suggest a rotation of responsibilities?

Just making this list will generate ideas.

One small step

Identify someone on this list that you feel you can assist. Don't make this a massive task that you will regret taking on. In the words of Mother Theresa, 'If you can't feed one hundred, feed one'. It doesn't have to be the best performing staffer. It may be someone in whom you can see potential but who

is currently not achieving it. The critical factor is how you can serve the employee.

Schedule a session with the employee. Explain that this is not a performance appraisal and communicate exactly what it is about that person that you really value. Acknowledge the contribution of the employee and if there is some small reward that you can offer, do so.

Ask the employee how about his or her current role and personal development. Is there is any improvement that the employee would like to see in his or her position, skill set or level of responsibility? Ask how you could support this.

It may be that nothing will be apparent at this meeting. But ask the employee to think about it and come back to you with any ideas.

This is a small first step in building trust and loyalty with your staff. You may well be surprised at the result.

Corporations increasingly look on personal career planning as a staff service run by human resources departments. It needn't be that formal or structured. What you have just done is take a first step in exactly the same process. Ultimately, it is a step towards team development and the powerful leverage of serving others. By helping someone climb a hill, you will be nearer the top yourself.

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About Author: Alan Hargreaves has spent 35 years in financial services and business consulting. His approach to management is highly effective, yet inspiringly simple. It focuses on real issues rather than strategic principles. His innovative mix of personal and collaborative action brings immediate traction. He is author of the management book, Recharge, published by John Wiley and Sons. Alan is a director and partner of Hargreaves Revis Wills, which provides bespoke mentoring services to senior executives. He is regularly engaged as a speaker, consultant and mentor.

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HRwisdom Blog: Orientation For Employee Retention

At HRwisdom, when we talk to managers about what they do to retain their top performers as they plan for the global economic recovery, they're often surprised when we ask about their orientation program. They often tell us, "Oh, we don't have an orientation program at that level — orientation is only for our entry-level employees (or shop floor employees, or production staff, or...)."

Here, expert HRwisdom contributor Les McKeown gives you some excellent ideas that will strengthen your employee retention efforts . . .

Les McKeown: Here's a surprise: there's no such thing as having no orientation.

Let's take a look. Let's say you and I meet – at a conference, in a bar, on a skiing holiday, or wherever. We share some time together, exchange some confidences, bond a little. The next day, walking down the street, on the same footpath, we meet. Well, actually, we see each other, but we never "meet" because I choose to ignore you and walk straight by, with nary a second look. You're understandably upset. It was clear that I recognised you, but I chose to snub you.

Fast-forward a few weeks. We meet again, in close proximity – say in a line at the theatre. This time we cannot avoid each other. We talk. After a bit of chitchat, you tell me that you're annoyed with my treatment of you some weeks earlier. In my defence I say, "Hey, we didn't actually talk that morning. I wasn't rude. It would have been rude if we had spoken and I said something unpleasant. But I didn't say a word, so how could you be upset?" Sort of missing the point, don't you think?

Don't Snub Your Employees

From the analogy above, you can see that there's no such thing as "no orientation program." When you take on new employees and the first time you

“meet” you ignore them, that is your orientation program. “No orientation” is orientation – it’s the worst possible type of orientation, the employer-employee equivalent of snubbing a friend. When an organisation does this, are the employees going to feel at home? Are they going to think, “Gee, I’m staying here – this is great!”? At HRwisdom, we’d suggest the answer to both questions is “highly unlikely.”

The Spurned Celebrity Syndrome

A particularly painful version of the organisational snub is what we call the “spurned celebrity syndrome.”

In this all-too-frequent scenario, the organisation, in recruitment mode, woos and charms a particularly desired prospect, perhaps someone with a stellar track record or great qualifications. The prospect employee is wined, dined, courted, maybe even fawned upon – made to feel like a regular celebrity. After a couple of months, the celebrity eventually succumbs to all this flattering attention and accepts the organisation’s enticing job offer.

Day 1 comes around and the celebrity arrives, expectations soaring for how she’ll be treated by this company that has lavished such attention on her for weeks and weeks – only to walk straight into the “no orientation” snub... with predictable consequences to both her morale and commitment.

Immediate Impact of a Retention-Focused Orientation Program

Orientation programs can be designed to meet any number of objectives – the most common being time to productivity. As well as time to productivity, an orientation program that has employee retention as a main objective must be designed to achieve two immediate and three medium-term goals. (we’ll examine the medium-term goals another time).

First, Welcome Them

An orientation process designed to be retention-focused must make a clear distinction between orientation and induction. Induction (in-processing, form-filling, benefits and compensation details, health and safety instruction) is all about giving employees tools. Orientation is showing employees what they can achieve with the tools.

For example, training an employee to use Microsoft Outlook is induction, while a class on using Microsoft Outlook to reduce customer call times is orientation.

The key point is this: there's little about the induction process that's related to retention. Induction is more about beginning than staying. Concentrating on induction at the expense of orientation undermines your retention activities.

Top performers in particular want to get beyond mere induction fairly quickly and on to orientation. (And, on a more superficial note, induction is mostly boring, while orientation can be fun.)

It's important to see that induction is not orientation and the more induction you can place in a self-guided system (CDROM, intranet, Web-based), the better. It's worth spending time to find ways to make induction self-managing so that more time can be spent on the much more profitable activity of orientation.

Bonus Free Report: Top Ten Interview Questions

- **Discover the Top 10 Interview questions.**
- **Revealed: The actual answers you should want to hear back.**

For more information, click on: [Top 10 Interview Questions](http://www.HRwisdom.com.au/Top-Ten-Interview-Questions.html) or go to: www.HRwisdom.com.au/Top-Ten-Interview-Questions.html

You have four weeks during which your new employees will decide if they feel at home with you and will stay. Don't spend it all showing them how things work (induction); induction only serves to emphasise how "new" they are, that they're not "at home."

Think about a friend's weekend invite to the country. When you show up, what needs to happen to make you really feel at home? First of all, you need for your host to welcome you. Then you need for someone to put you at ease with your surroundings by showing you how things work. However, although that's a necessary start, if people spend too much time telling you where the bathrooms are and how to work the microwave, that will only enhance your sense of "strangeness." If the family treats you like that all weekend, you'll never feel at home – you'll always feel like an outsider, a guest. What makes

you truly feel at home is when you've moved past that initial strangeness to the point where you feel truly at home.

Give Your Employees Permission to Feel at Home

The second immediate impact of an orientation program designed for the retention of top performers should be to give the new employee what he or she needs in order to feel at home as quickly as possible. Effective orientation helps new hires feel at home by making sure they know four things:

- What is expected of them
- How to add value in your company
- How best to communicate with colleagues
- How to integrate as team players more quickly

Bonding, Not Appraisal

As we've seen, induction is the in-processing, form-filling, policy explaining (often turgid) activity that many people automatically think of when they think "orientation."

Real orientation, on the other hand, is about enabling your new hires to feel at home – our most important goal. Real orientation quickly dispenses with induction and moves on to give them permission to feel at home.

Too many orientation programs do quite the opposite. By drowning the new employee in huge amounts of information, acronyms, and phrases that he or she cannot possibly understand at that point, they end up distancing the employee from the employer. When this happens, orientation, instead of promoting bonding between the employee and employer, causes the employee to do a cool appraisal, to mentally step back to try to make sense of this huge wave of information. That appraisal can easily turn to dissatisfaction.

The Clock is Ticking

Remember, you have four weeks during which your new employees will decide if they feel at home with you and will stay or will watch the clock until they can escape.

Get started now and take action to set up the right employee orientation system for your workplace and staff.

Author: Les McKeown

About Author: Having advised start-ups, Harvard University and even the US Military, Les is a world leader in employee attraction and retention. You can access more of Les' leading edge thinking and management tools in the HRwisdom Employee Retention Kit.

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Andy Partridge: Built on Values – Creating An Enviably Culture

Too often I have seen values and mission statements written on the walls of companies looking like they've been lifted from a textbook in order to give the impression of a values based environment. Many leaders want to believe that all they need to do is proclaim a set of values and culture will magically change. If the leaders can't demonstrate the organizations values it's little surprise that the employees feel disconnected from an organizational vision.

Ann Rhoades book '[Built on Values](#)' offers a blue print for values-based cultural transformation and a guide to creating a culture where people want to work so you can attract, engage and retain the best talent. She has a wealth of experience in helping create the high performing cultures at some of the most admired companies in America.

She starts by saying that there is no 'right' culture; there is only right fit, and defining the right fit is a process of determining what values are important to your organisation's success and committing to them. It is absolutely essential that you make values come alive for employees if you want them to change their behaviour in ways that reflect those values. You must tie values and behaviour in to a few compelling metrics in the company and you must reward your people for living them.

If your values are inspiring and connected to behaviours, hiring and rewards, your culture will become higher performing by itself, and Ann offers lots of tips to leaders who want to create a self-reinforced 'culture of excellence'.

1. Leaders drive Values
2. Values drive Behaviour
3. Behaviours drive Culture
4. Cultures drive Performance

She discusses the definition of culture as being 'the glue that holds our organizations together. It encompasses beliefs, norms, rituals, communication patterns, symbols, heroes and reward structures'. The important question is whether you're using your culture purposefully to enhance your chance for success.

Her book offers a process to create a values blueprint and she breaks that journey down starting with surveys to identify the current state of culture and the effectiveness of systems you already have in place. She then moves on to look at how to set up a 'Values Blueprint workshops' and offers a range of practical templates in her 'leaders toolbox' section.

When culture change is imposed from the top it is likely to be meaningless to the vast majority of your employees. If you build company wide agreement on the values and behaviours you want to share, you'll build a strong foundation for culture change and performance will be hard for competitors to shake.

You'll also attract and retain employees for whom those agreed upon values are the foundation for sometimes astonishing behaviour.

Some of the questions in her process include:

- Do employees live our company's stated values?
- Do those values represent what we are today?
- Are the meanings of the values clear?
- Do our leaders support the values?
- Do our current values drive decisions made in our organisation?
- Has our organisation assigned specific behaviours to the values?
- Are our values integrated in to the hiring, review, and reward process?

How would you currently answer these questions?

Author: Andy Partridge

About Author: A specialist in motivation and building self-confidence, Andy's energetic, charismatic and dynamic style makes him one of the most sought after trainers within the UK Recruitment Industry. He is enthusiastic and passionate about helping people to reach their full potential, focusing on techniques to increase both control and confidence. He believes that the more people feel a sense of being in control and experience the power of 'choice', the more confidence they exude. As well as instructional recruitment training, Andy has built a reputation on being able to inspire and motivate, believing that one of the vital ingredients to achieving success is a desire to improve and progress. His Motivation for Success material is designed to help individuals identify with their own definition of success and road map a journey with a

proactive and progressive approach. He also believes that training and coaching is an ongoing process that requires a proactive approach, consistent focus and a practical 'bridge' back into the workplace to monitor development.

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Anthony Sork: Top Tips For An Effective Induction

It's easy for us to preach about the importance of induction to an employee's level of attachment. However the challenges of managing that induction in a way that works for the employee, the business and the HR team can be confronting. There's value in talking about shared challenges, then giving information that provides tips in the context of that challenge.

This is part of a [series of interviews](#) with HR practitioners at the coal face, to find out what they have found that works well in induction, and why.

Meet Trish O'Neill. Currently HR Manager at Hettich, one of the world's largest producers of cabinet hardware and fittings, Trish oversees all things people: learning and development; building leadership capability; recruitment and selection; organisational development as well as policy, employee relations and OH&S. Trish is a highly experienced HR practitioner who has worked across diverse industries including: energy, stevedoring, financial services, not for profit, hospitality and wine.

"I've found the most positive feedback we receive from new employees is when senior managers have come into the induction and given an overview of their area, their line of business or department" says Trish. "They do not need to be the most polished speakers. However they do tend to have impact as most speak about their area with passion."

So why does this work from an attachment point of view? Critical drivers to employee attachment include effective orientation, the central messages an employee receives, the visibility of senior leadership and the personal vision and career path the new employee perceives. With senior people in induction, in a practical sense it means that the new employee:

- has seen connection with what they do and where that fits with the rest of the organisation
- has understood that real career paths exist, if the presenter has moved up or around the organisation
- will know whom they may speak to if they need to make contact with a particular area
- will feel welcome and important, that senior people have actually made the effort to take time out of a busy schedule to welcome them
- better understand the mission, vision and values of an organisation

Trish also says that she has found induction more challenging in large organizations, where sheer complexity make it difficult to cover the organization in a meaningful way for a new employee to be able to relate what they hear back to how they contribute. She also acknowledges it is more difficult for a HR Manager to have influence as the business managers often view managing the recruitment as the domain of HR. Beyond that however, they see the new hire as “belonging to the business.”

When the business has snapped up a new hire and said “thank God they’re here” Trish has these tips for HR Managers who work with a business focused on getting the most out of the new hire straight away.

Some pre-planning for communication works well says Trish, particularly if there has been a very long lead time in taking someone on. Also if you are bringing on large numbers, factor in induction time and make it before the official start date “When a person starts in the business it is hard to actually pull up and say – we need them back to do a proper induction” says Trish. “In operational environments such as hospitality there needs to be an immediate induction as you will not get them back again.”

Trish suggests communicating the importance of orientation and the cost of not inducting properly in a way the business understands. Do not however, assume that the business managers all relate to the same message. Showing people the dollar impact of losing a new hire may work well in industries who understand the language of numbers. Bankers and financiers may understand the return on investment point. For example: if you want to justify some extra spend in training on someone’s induction, you could say: “is it worthwhile letting go \$70K worth of investment for the sake of spending \$10K?” Other people within the business respond to the feel good factor or empathy, so you could say: “when you started your last role, how did you feel?”

Trish also suggests that one of the biggest mistakes anyone can make, when they look at the way people respond to the stresses of starting a new role, is to make assumptions about the meaning of particular behaviour. "Do not assume people will respond like you do given a specific situation."

Here at Team Attachment we know that in any situation where people are beginning a role, the immediate manager has the greatest influence on attachment perceptions of their new employees. Ensuring managers have a common understanding and a common message which is in line with the organisation is critical to achieving high levels of attachment. We can't stress this enough. You will never know what is truly important to your employee's attachment unless you measure it objectively.

Author: Anthony Sork

About Author: Anthony Sork is the creator of the Employment Attachment Inventory. The world first, internationally patented business instrument used by leading organisations to increase employee attachment, reduce attrition and increase performance of new employees.

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Juliette Robertson: Retaining Your Key Gen Y Staff

In this article, we'll look at how to hang onto your key Generation Y staff, i.e.: those born roughly between 1980 -1994. Generally speaking, they are the 20 year olds in your organization.

Why bother? Generation Y are so important because they are the future leaders in your company and they are very mobile. The good ones will leave you if they are despondent, frustrated or do not see any career path for themselves so if you have bright young minds in your business, you are at risk of losing them and need to do what you can to understand what they want. They do not need or want the security of their job. They are looking for far more than that which we'll go through very soon.

As the Baby Boomers (50+) retire it is well known that skill shortages will increase. Companies need to know how to attract and retain the best Gen Y staff they can find.

Before you begin thinking up retention strategies to influence, motivate and retain them, it helps to appreciate what's important to them.

The top key things that motivate Gen Y

- Working for inspiring people they can learn from
- Feeling connected and valued
- Being invited to help to find solutions to problems
- Being acknowledged and respected for their entrepreneurial spirit, innovation and technical prowess
- Being coached and mentored in how they can improve
- Work based, entertaining training and development
- Having a career path that inspires them
- Working for something bigger than money
- Flexibility in work hours, style and delivery

What Motivates Them?

Here are key quotes from the vast amount of research compiled by Gen Y Research Companies and available on-line:

On work ethic:

"If you were to ask Generation Y if they value a "good work ethic" many would reply with a resounding "Yes". However, some further digging would reveal that a good work ethic for a Generation Y has a very different meaning than it does for a Baby Boomer. Try a difference of about 30 hours per week. You do not need to do a survey to find this out..."

"The extreme turn over of Generation Y staff is never because a job or a project was too challenging. It is usually caused by boredom and lack of personal challenge"

"The pressure to succeed has gotten so high that we have created a generation of hypersensitive people who are constantly on the lookout for the next opportunity, the next job or the next buck"

"Many of you will find that Generation Y will enter your workforce thinking "car" not "career". However the truly talented will not. And even those that are, could start thinking career if you show them what is possible."

On change:

"Generation Y live for change" "Their love of change makes them extremely valuable in the process of innovation and achieving improved productivity"

The environment they desire "They will want to work in an environment that is fun and where they feel valued as an individual. They are an extremely social generation"

On efficiency and shortcuts:

"Ready Fire Aim should be the motto of Generation Y They just do it and have little time for planning and strategizing. Managers need to keep Generation y and their actions focused and aligned to the strategic direction or better still educate Generation Y on the importance of strategy and they will do it themselves."

"If they see an easy loophole, they will go after it and exploit it"

On Training and Coaching:

"Real training does not take place in the classroom. It takes place on the job when they get to use what they are taught."

"I believe coaching to be a very powerful tool of the manager, particularly for Generation Y. Not only are they a very coachable generation, being both open to and wanting it, they will resent and shy away from being told what to do. The traditional 'my way or the highway' is just not going to work."

"They are open to coaching and it definitely needs to be a major part of how we manage Gen Y. It does however; need to be combined with clear direction, clearly defined expectations and knowledge."

"When companies take a coaching approach to the way they lead and manage, they do so only after setting clear performance expectations. This is particularly important with Generation Y."

“There is no doubt that Generation Y think they know everything. The job of the manager or supervisor is to carefully manage the ego of Generation Y staff and ensure they get the appropriate training they need to work in your business. Show them the rationale behind “why” they need to learn it. The “why” behind everything is so important because Generation Y is very practical?”

The Leadership Style they want.

It doesn't matter how high your IQ. If you aspire to a career that involves managing staff but you are reluctant to vary your leadership approach, your success will be limited.

The best leadership style that Generation Y responds to is a collaborative Coaching Leadership style.

It is based on you understanding that your staff ARE creative, vibrant, and unique. That they want to make a real contribution and they know or can find the answers to many problems themselves.

Your job is to support and encourage them.

Gen Y's love to be Coached!

Your natural management style falls somewhere between the controlling styles of “Directing” and “Training” to the more empowering styles of Mentoring and Coaching.

The more in-experienced your staff are, the more directive you may need to be at first. However, once your people are trained and have gained a little experience, your management style should ideally move toward a more Mentoring and Coaching style. This is important to Generation Y in particular, because they tend to be bright, opinionated and want to share their ideas, even if they don't have the answers straight away.

By encouraging their participation in discussions, asking open questions, using active listening techniques and giving constructive feedback, you will build their trust and commitment because you are demonstrating a real interest in them and their ideas.

This approach therefore is not focused on delegating work to staff to do what you want, but aligns with their motivations and helps them set and achieve business and professional goals and solve their own problems.

The 7 Action Steps for retaining key Generation Y staff longer term.

1. WHO

Consider the Gen Y staff in your department and choose who would be a good candidate for you to invest your time in. I said "Invest your time in". Choose carefully.

The key qualities you are looking for are those who have great potential; you want to retain them and they have shown an active interest in developing their skills. Choose someone who is coachable, has potential and is looking for more.

2. WHAT

The "What" is the potential or skills that you feel are under utilized or the opportunities you see where they might like to contribute more to the team and advance their career. Have a few ideas to consider with them. The clearer you are in your own mind, the easier your first coaching conversation will be.

3. ALIGNMENT

This is where you invite them for a chat to begin to understand things from their perspective. You'll want to understand how he/she feels about their own level of ability and skill, what they find challenging, what they find easy. You'll want to know if he/she would like to improve any of those skills. The objective is to find out what they are inspired to improve and where they aspire to working that will also benefit the company. Let them share their ideas freely. If you they don't volunteer much information, check the questions you are asking and ensure they are "open questions". This also suggests a low level of trust to confide in you.

4. AGREE OBJECTIVES

If your staff member is interested in improving his/her abilities, then your goal is to help them set a clear objective for what they want to achieve. We cover goal setting in more depth in our training courses but for now, the 2 key things to bring back to top of mind from your management training are that objectives should be Specific and Measurable. Help them articulate what they would like to achieve by a set date.

5. OPTIONS

The next step is to let him/her come up with some ideas on what can be done to improve those abilities. This is important because we want to give them the responsibility for developing their own skills. Your job is to enthuse and support. Challenge them to come up with a list of ideas to discuss with you in a few days.

6. CHOOSE AND COMMIT

When your staff member has come up with some ideas to achieve their objective, your role is to get him/her to elaborate on each idea by asking questions about why they think these ideas will work. Refrain from judging which ideas are best. Instead, ask them questions that will help them find any problems or barriers with each idea. Asking questions like: "Can you see any problems that might arise with that idea?" will help them find the problems themselves. When your staff member has worked through their ideas, ask if there is anything else they might be able to do? If you have some ideas, you can offer them now but only as suggestions. Then let them decide which idea/s to commit to first and by when and what they need to make it happen.

7. FOLLOW UP/ACCOUNTABILITY.

Holding people accountable for their actions is a key step in developing character and personal responsibility. Generally speaking, Generation Y, are renowned for finding the easiest way to short cut tasks. This has good and bad outcomes. They are also looking to see if you are serious about investing time in their development or if it is just a lot of talk. Ensure you hold your staff accountable to attend any agreed follow up sessions that you plan and that you expect them to have done what they said they would do.

What this Leadership Style does for you as a Manager.

Using this approach with Gen Y has more benefits than I can begin to describe. Here are the top 7:

1. Your Gen Y staff will think twice about jumping ship next time an opportunity comes their way. Why? Because you have become a more inspiring leader who is genuinely interested in their career, their skill development, and their future and they can see the opportunities that you offer.
2. You don't have the discomfort of coming across as overly Bossy or Pushy" because you have already established a collaborative approach with your staff that is based on the career goals and skills that they want to develop. Anything they do that puts that at risk requires you to gently remind them that it's not in their best interests if they are serious about their goals.

3. Your staff sees you as open and interested in them and their ideas. This builds trust and respect
4. Your staff sees you as someone they can confide in because you've taken the time to listen to them. When things go off the rails, you'll be the first to know
5. You'll find that staff start coming to YOU with solutions to their problems instead of just the problem. This means you have more time to be creative and work "on" the business instead of constantly fire fighting.
6. Gen Y love to collaborate, brainstorm ideas and be part of the solution. You get more creativity flowing in your team to find better solutions to problems
7. When it's time to have those performance reviews, there are no big surprises. With regular 1:1 coaching sessions with your key Gen Y staff, you'll find they are enthusiastic and involved in improving themselves and genuinely want to stay and work with you.

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About Author: Juliette Robertson is an Executive Coach offering webinar based Coach Training for new managers in "How to Coach Your Staff. Her 7 module coach training is globally accessible on-line and perfect for busy new managers who want the benefits of e-learning and access to qualified coaching tutors to help fast track their coaching skills.

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Tony Crosby: Career Management For Yourself

Career management in today's workplace is essential for any career focused person...ignore it at your own peril.

The world of work and career success has changed dramatically over the last 15 years and bears little resemblance to previous times. This change continues at a rapid pace...so if you fail to keep up with change and innovation you are probably headed for a very disappointing career future. What you do today directly influences your career options in 5, 10 and 20 years time, so carefully managing your career development NOW is vital for your career health in the short and longer terms.

In years gone by career management was viewed as the responsibility of the employer not the employee (worker). However it is now the opposite with

career management now being YOUR responsibility. Many people view this as being a great opportunity to take control of their own destiny and career development, and avoid the “promotion by death or retirement” focus belonging to the last century.

Statistics show that most people will have on average six career changes during their lifetime, with some of these being enforced and others by choice. Irrespective of the reason not being prepared is like not having insurance on your house...very dumb. So career management can be viewed as an insurance policy on your future career options and personal prosperity.

How do I start? What should I do? I am overwhelmed by all of this!

Appoint a qualified professional career manager (consultant/coach/counsellor) to advise and guide you to ensure that you are being effective in your career planning and future career directions.

Ongoing professional development is one of the three key drivers of good career management. Every person needs to keep abreast of current industry trends, developments and changes. Annually you need to complete courses, training and attend seminars to maintain relevance of your knowledge and expertise. Thinking that your degree/qualification obtained 10 -20 years ago still has currency is simply naïve in today's highly competitive employment market. (If you think this is all too hard, costly and does not fit your lifestyle then your career prospects look grim).

The second key driver to good career management is networking. Join industry bodies and/or clubs, attend annual conventions, assist others in your circle of connections to develop their careers, socialize with strategic colleagues both within your organisation and competitor companies. Maintain contact with people in your network, do not let these connections wither; nourish them because they are vitally important to your next career move.

The final key driver to good career management put simply is “knowledge is power”, we all know that. So continually gather intelligence on market movers, those hiring, expanding (contracting) and keep accurate file notes easily recalled when needed. Opportunities often occur when least expected so being continually prepared with current expertise, qualifications and insider knowledge is critical to your career development.

People often think that (the above) does not apply to them, their occupation or industry sector. WRONG it applies equally to the shop floor worker, the operator, manager or CEO. If you want to avoid career stagnation or worse it is up to you to take the initiative. It is a hard cruel world out there in employer land (just ask someone who has been retrenched) and the only person looking after you is YOU!

Apart from providing you with “career insurance” career management can be fun. Meeting people of like mind, helping others (who in turn will help you) and engaging in an active life are all part of a balanced and rewarding career journey.

Author: Tony Crosby

About Author:

Tony is internationally recognised as one of Australia’s leading career management professionals and author, having successfully assisted thousands of clients, lectured at university level on career management techniques and appeared as an expert witness in career related matters. Associated Career Management Australia is focused on the delivery of quality products and services in the human resource management areas of career transition management and corporate outplacement. The underlying philosophy of ACMA is the personalised and targeted provision of services, plus the ongoing management and support to ensure achievement of all desired outcomes.

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Les McKeown: The Most Important Interview: Why Are You Staying?

Amazingly, the single best method of acquiring quality information about the retention of key performers isn't used at all by most organisations.

Many organisations undertake extensive exit interviews. Some organisations also conduct entry interviews, giving a baseline for interpreting the exit interview data.

This provides good quality information about why employees leave.

However, very few organisations ever take time to conduct the interview that will provide the most timely information about why their top performers are leaving or will leave - the “Why are you staying?” interview.

Think about it this way: Exit interviews are post-mortems: they’re conducted after the event.

Even if the information they produce is of high quality, acting on that information, though important, is a bit like locking the barn door after a horse has bolted. As a result, many of the employee retention strategies built on exit interview data are remedial—and they feel that way to the employees.

Often, by the time a retention strategy based on exit interviews is put in place, the prevailing attitude among the remaining employees is “Sorry, guys—too little, too late.” Morale may already be shot to such an extent that a retention strategy meets with apathy at best and resentment at the extreme.

“Why are you staying” interviews, on the other hand, are proactive rather than reactive. They enable you to anticipate those issues that could lead to a retention problem among your key retention groups.

For Example: George Gets an Insight

Let’s imagine a fictitious biotech company. Imagine a series of “Why are you staying?” interviews with the R&D scientists. George, the Senior Scientist, receives a consolidated summary of the results and sees that the number-one answer to the question “Why are you still working for us?” is “Because in our field Project XYZ is one of the top five research projects in the world.”

George has just received an exceptionally valuable, predictive glimpse into where he must focus his retention activities—developing exciting, career-enhancing projects to keep his scientists on board after Project XYZ is completed.

How much better is it to know that information now, rather than later, from the exit interview after George loses one or more of his scientists?

Author's Name: Les McKeown

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Mathew French: Social Media In Recruitment

The digital age has created an abundance of new avenues for HR professionals to increase productivity, and competitive advantage and it has also created a number of new challenges. With the change in the Social landscape, have come the need for Human Resource professionals to embrace a new range of skills and also the need to think outside the square. A blend of Traditional and new ways of managing people is required to ensure that they keep themselves in the now and move their business forward.

These changes have also put pressure on HR System providers to provide the tools needed to support the modern day HR Professional. With the skills shortage not getting any better, businesses need alternative means to access and attract Talent. Jobs boards have been the standard way of doing this in the past, but now, there is a real need for tapping into passive candidate pools. Social media provides this avenue. There are now tools available to allow HR Managers to link directly with Social Media like LinkedIn, Facebook and Twitter and directly invite these users, to apply for open positions. These people may be currently employed, though they also may be open to other possibilities. New Social Media Recruitment Tools, allow for all referrals to be tracked automatically.

Bonus Free Workbook: The Four Big Mistakes In Jobs Ads

- **Reduce recruitment costs and get better quality staff.**
- **Get more of the right people to apply for your job vacancy.**

This is an HRwisdom 'Tell a Friend' bonus.
For more information, click on: [Job Ad Template](#) or go to:
www.hrwisdom.com.au/job-ads-workbook.html

The way in which employers attract new talent through social media is the most significant change in the HR landscape in the past decade. The challenge moving forward is going to be related to understanding the demographics of

social, and devising strategies to attract the best and also keep your best people. Employer branding is going to be critical.

If software providers and their customers work together in a collaborative manner, there are some very exiting rewarding opportunities that will develop.

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Marie-Claire Ross: Engage Your New Starters

A study by Recruitment Solutions uncovered that 47% of new starters were leaving companies after 90 days of employment. When asked why this was the case, 60% of HR managers highlighted improvements in induction as a priority.

First impressions aren't easy to erase and inductions represent the most teachable period to align staff with your company culture. A good induction process gets new staff up to speed faster, improves alignment with what employees do and what the organisation needs them to do and decreases turnover rates.

As part of an induction program, many companies ensure that new staff are made to feel welcome, fill out all of the right paperwork and have a computer and desk to sit at. However, it is often the induction training itself that can make the induction program fall down.

Engaging training programs are three times more effective at promoting knowledge and skill acquisition. They are also more likely to ensure staff know workplace safety rules, what the company does and how to do their tasks properly.

Yet, many companies expect new staff to endure passive forms of training such as listening to a trainer run through some PowerPoint slides or expecting the newbie to read through a manual.

Over the years, studies have found that there are six main areas that companies need to include to be classified as being the best inductor. These are:

1. Face to Face Time

This is as simple as it sounds and it involves newcomers spending time with the manager and also meeting all of their team members.

While this seems like a no-brainer, a surprising amount of companies skimp on this part or delay it until the new starter has been there a few weeks. This is often too late.

Also, while face to face time is important for new starters, it is also an important pre-requisite for training (e.g.: induction training, staff training).

2. Structured and formal Induction Program

All companies need a structured and formal induction program. This is also crucial for training.

We often speak to companies who have no training documents written down for procedures, but expect new team members to team up with a buddy and learn the ropes.

What happens is that as there is no formal information on procedures, each new starter is taught different things. Inconsistent training then becomes a real issue with staff having multiple ways of doing a procedure.

Sometime none of these methods are right. Often, time is wasted trying to work out how to do the procedure correctly.

3. Vivid Presentation Techniques

“The soul never thinks without an image” Aristotle

Studies by educational researchers have found that 83% of human learning occurs visually. Visually rich information keeps the eyes busy and therefore, the brain alert and active to more information.

The right brain prefers visuals and can process pictures hundreds of times faster than the verbal brain can process words. For extra training effectiveness, incorporate as many sensory experiences as you can. Get people to touch, taste, see, hear and smell the information. Use lots of photos, videos, diagrams and colour to present training information. Avoid relying heavily on text based training. After all, we only recall 10% of what we read compared to 50% for what we both see and hear.

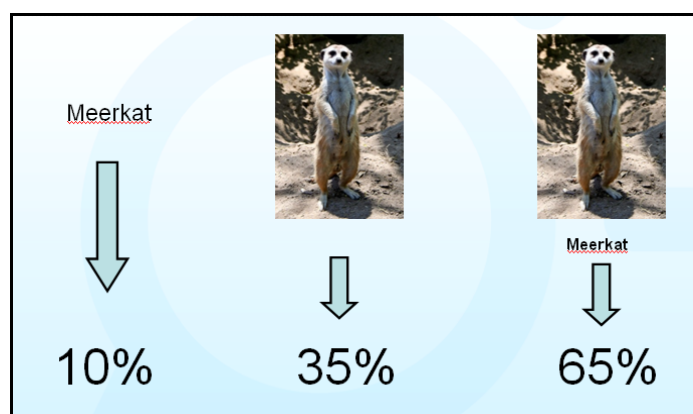
Tell Company Stories.

'Words are how we think, story is about how we link' Christina Baldwin

Another powerful way to engage new workers emotionally with your company is to tell corporate stories that demonstrate the company way of doing things. Throughout the ages, humans have used stories to both educate and entertain. Stories provide real-life examples we can relate to. The secret to getting messages through and remembered is to use more stories in meetings and presentations. The right brain prefers story. If you need to tell factual information or data, try and convey the information in a visually based story. When it comes to training new starters on your core values, try reinforcing them by creating stories around each value. What stories can you tell that demonstrate your organisation's values in action? How can you demonstrate these stories visually?

Researchers have found that ideas that are best remembered are displayed as pictures or paired with words rather than just a single word.

Called the Picture Superiority Effect (PSE), people will only remember 10% of what you say 72 hours later. However, if you add a picture it goes up to 35% and if you add both a picture and word together it increases to a very high 65%.



4. Participative Learning Methods

A lecturer teaching a class provides passive learning and is not very effective. The more active the learning method the better results. Active learning is all about getting the trainee involved as much as possible in the training. This can be done by the trainer demonstrating a task and letting each new starter have a go. Coaching is then given to improve. This is integral to an active learning style.

This brings us to assessment, which is also really important with learning. All training needs some form of testing. It is crucial that trainees get face to face feedback on how to improve, rather than impersonal information from a computer.

5. Involve Senior Management

“A leader leads by example, whether he intends to or not.” Unknown Senior management play an integral leadership role in establishing the culture of a company.

Effective leadership needs to be led and driven from the top. Senior management must be involved in the induction process for new starters and they must also be seen to be involved giving the same consistent company messages.

6. Provide training guidance to line managers

Anyone who is involved in training needs to be trained on how to train and what to train.

A lot of companies that we work with have found it beneficial to provide their managers with presentation training, as well as training on a particular subject and how to train on that subject.

They are then supplied with all the right training materials to undertake the training.

The Importance of Video in Training

For over forty years, training videos have been used by companies to train staff on their processes and company culture. Yet, the majority of organisations are unaware of this powerful training tool.

Video is a highly visual medium that uses audio for extra effectiveness.

Research has found that learners more easily understand and recall new material presented in video that allow participants to both hear and see the information. This dual-encoding process reinforces information in multiple brain areas, thereby increasing the chances that the material will be stored in long-term memory.

In fact, if the video presentation uses lots of titles to reinforce messages it has a 60% recall rate versus 10% for reading alone. It brings induction training materials to life.

Best Practice for using Training Videos

Training videos are very effective when used in the following ways:

1. Face to face introduction – It's not advisable to give new starters a DVD and put them in a room with a DVD player. Before the trainee gets the DVD, face to face time is needed which includes introducing them to their colleagues, a tour and information about why they need to watch a DVD. The video itself also needs to mention how long the video program is, the objectives and to specify that there is a test at the end. This is important as this substantially increases recall and retention rates when viewers know they will be tested when they have finished watching the video. At the end, a staff member needs to go through the quiz answers and coach the new starter on the correct responses.
2. Chapter training – Each topic needs to be its own playable video chapter, so that staff can be refreshed easily.
3. Senior manager introduction – This is an easy way to get senior managers welcoming new starters and letting them know the importance of the training and why it is needed. Ideal time to use story-telling techniques. Their speech must be genuine.
4. Workplace Training Package - A training video is highly effective when a complete training package is centred around the highly visual video. This includes a trainer's manual that sets out the trainer's session schedule and includes active learning activities such as which section of the video to watch, questions to ask, when to pass around items, demonstrations etc. In addition, an employee manual that

contains photos and a quiz at the back is a great way to encourage staff to take ownership of what they have learnt. Posters, key rings and other materials can also supplement the key training messages and to serve as a reminder.

Conclusion

Retaining staff isn't just about great worker conditions and pay. It is also dependent upon how welcome new staff feel when they begin their job. Interesting and engaging induction training is integral to aligning them with the culture and making them feel wanted.

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About Author: Marie-Claire Ross is a passionate producer of staff and customer training video packages. Our uncompromising approach to producing training videos ensures that our clients receive highly optimised training videos and manuals that deliver significant training results. Thousands of staff each year worldwide are trained with Digicast training materials.

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Emma Driscoll: 5 Ways To Become An Employer of Choice

One of the main reasons I began my own business was because attraction and retention is historically done very poorly across the board and I always found this very frustrating. There is no point in having a robust recruitment process for example, and attracting the right staff at the right salary if you then have a poor onboarding strategy with no follow up.

I have seen this occur time and again. Low and behold, the valuable assets employed some time over that previous 6 months mark would leave and the process would start all over again, costing at least 1.5 times that person's salary to re recruit.... What a waste!

So I began thinking of why this happens and how it can be done better. Attraction is possibly the easier of the two areas in some ways as this part

involves 'Talking the Talk' whereas the Retention aspect involves backing this part up with 'Walking the Walk', this takes more effort and needs to be sustained over a far longer period of time.

A candidate shortage market can provide a few hurdles for companies trying to attract their dream employees but one thing that definitely helps is building a reputation in the market place as an employer of choice. This takes time and consistency but can be done, whether the business is small or large.

The following tips and strategies will assist with positive reputation building as well as providing valuable information on how to retain key staff.

1. Ensure that you have a robust recruitment process to begin with. This will allow for you to be organised in your overall strategy in attracting the right staff.
2. The ability to be able to clearly demonstrate a career path and an individualised reward and recognition scheme is very important in the process of attracting good staff as well as retaining them. People need to feel they are appreciated as individuals within a larger organisation, no one likes being treated like a number.
3. Demonstrating the desire to get to know your people is critical in being able to retain them. This task is related to having visible career paths and strong reward and recognition schemes in place but it goes deeper than that.

People have varied and diverse communication styles, preferred management styles as well as motivators. All people need to be recognised and appreciated but the more you get to know individuals and what keep them motivated and then take action to meet these needs, the more likely you are to retain them.

This makes an enormous difference to whether or not people stay with a company. Money is important and being paid accordingly is essential but most surveys will prove that the main reason why people leave workplaces is due to lack of opportunities for progression and poor management.

Behavioural profiling tools are a fabulous way of assisting managers in learning what motivates staff, what their strengths are, how they like to be managed as well as the types of roles they are well suited to.

4. Regular informal catch up sessions or one to ones are essential for staying in touch with your staff and allowing for a mutually beneficial opportunity for keeping on track with results as well as ensuring motivation levels stay high. It's amazing the issues that can be sorted out with regular discussions. I can't tell you how often I have witnessed people leave due to their needs not being met. I could see that with a small amount of time and effort to address what was missing, they would have stayed where they were.

5. Giving individuals a chance to expand their skills and knowledge and to have variety in their job roles is also very important in retaining them. Everyone wants to increase their earning capacities throughout their career and so being able to keep people financially compensated is obviously an easy way to retain them.

Sometimes a lack of genuine career progression can be an issue, especially in smaller firms, retention is not always possible but carrying out the other suggestions will definitely extend timeframes out.

Succession planning becomes a critical part to staffing strategies so that when people do leave, which is not necessarily a bad thing, providing the strategies suggested are in place, your firm is prepared.

Multi skilled and competent people are more versatile as well as being far more motivated. Individuals need to be challenged to maintain an interest in what they do.

Keep in mind individual motivators as well as learning and personality styles when getting staff to learn new skills and roles as an overload of information can be de motivating and have a negative effect instead of a positive one.

Above everything else, keeping in mind that your workforce needs to be treated as individuals and that one size does not fit all is critical. Getting to know your people and being able to pre-empt potential issues and nip them in the bud will save a lot of time and money on re recruiting staff. It just takes some effort, robust processes and a genuine interest in working with your people.

Recruiting staff is one of the largest costs experienced across businesses today and can so often be avoided if robust processes are carried out and followed to ensure the right staff are hired in the first place and then retained.

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Vlasta Eriksson: Get The Basics Right - The Ground Rules in Employment Contracts

Having a bona fide employment contract creates a solid foundation of successful employer/employee relationship. Understanding the types of employment contract available is a crucial part in making the right decision what contract is the most suitable for the particular circumstances.

In 2010 there were important changes in Australia's workplace laws affecting all employers and employees in the national workplace relations system. These changes included the National Employment Standards (NES), and the Modern Awards.

There are number of different employment contracts to choose from such as:

- IFA – Individual Flexibility Agreement
- Offer Letter for a Modern Award covered employee
- Enterprise Agreements
- Independent Contractor Agreements

Some benefits of having employment contract in place

- Greater certainty in the event of either party wishing to terminate employment
- Defines qualifying period
- Focus to an employee to achieve outcomes in a defined time-frame

- Helps employees understand what is expected of them by defining working hours, codes of behaviour, confidentiality issues and the like
- Entitlements can be clearly set out by defining terms and conditions

What are the 10 NES entitlements?

The NES are set out in the Fair Work Act 2009 and comprise 10 minimum standards of employment. In summary, the NES involve the following minimum entitlements:

1. Maximum weekly hours of work – 38 hours per week, plus reasonable additional hours.
2. Requests for flexible working arrangements – allows parents or carers of a child under school age or of a child under 18 with a disability, to request a change in working arrangements to assist with the child's care.
3. Parental leave and related entitlements – up to 12 months unpaid leave for every employee, plus a right to request an additional 12 months unpaid leave, and other forms of maternity, paternity and adoption related leave.
4. Annual leave – 4 weeks paid leave per year, plus an additional week for certain shift workers.
5. Personal / carer's leave and compassionate leave – 10 days paid personal / carer's leave, two days unpaid carer's leave as required, and two days compassionate leave (unpaid for casuals) as required.
6. Community service leave – unpaid leave for voluntary emergency activities and leave for jury service, with an entitlement to be paid for up to 10 days for jury service.
7. Long service leave – a transitional entitlement for employees who had certain LSL entitlements before 1/1/10 pending the development of a uniform national long service leave standard.
8. Public holidays – a paid day off on a public holiday, except where reasonably requested to work.
9. Notice of termination and redundancy pay – up to 4 weeks notice of termination (5 weeks if the employee is over 45 and has at least 2 years of continuous service) and up to 16 weeks redundancy pay, both based on length of service.
10. Provision of a Fair Work Information Statement – employers must provide this statement to all new employees. It contains information about the NES, modern awards, agreement-making, the right to freedom of association, termination of employment, individual flexibility arrangements, right of entry, transfer of business, and the respective roles of Fair Work Australia and the Fair Work Ombudsman.

Employing a person without an employment contract is like rowing across the lake in a leaky boat – no matter how fast you row you are not going to make it until you remove the hole.

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Robert Watson: Generation Y In The Workplace

Weekend papers regularly feature stories about "Generation Y" – the group of people born between about 1979 and 1999. Once a group attains a label, it follows that writers compile the quirkiest features of that group and turn it into literary entertainment.

However, being a business manager you have probably seen some of these people applying for jobs and perhaps you have even employed some and noticed that they are somehow "different" to your regular workers.

So, it will help employers if they can have an understanding of the characteristics of Gen Y.

Gen Y are commonly described as:

- Very confident of themselves
- Impatient
- Quick to learn
- Positive about the future, and
- Spending significant amounts of time socialising using computers and mobile phones (and you thought they were wasting time!).

What if you are recruiting Gen Y people?

Unlike their parents, Gen Y don't look in the newspaper waiting for job vacancies to appear each Saturday. No, they actively use search engines on the internet to spot advertisements and have them automatically sent by RSS

feed to their mobile phones. Gen Y can literally send in their CV one minute after the job ad has been posted.

As an employer, you should be using the internet as your primary method of advertising vacancies.

Bonus Free 22 Page Report: Managing Gen Y

- **Where to find Generation Y recruits (including social media).**
- **How to train and manage Generation Y staff.**

This is an HRwisdom 'Tell a Friend' bonus.
For more information, click on: [Manage Gen Y](#) or go to:
www.HRwisdom.com.au/Manage-Gen-Y-Report.html

Having said that, it can be smart to use a two-pronged approach.

First, place a small newspaper ad which shows your company name (brand), the job title, a reference to the more comprehensive internet ad and just enough words to excite Mum and Dad into telling their son or daughter.

Second, your internet ad (or website) should contain details to excite the potential Gen Y applicant:

- Use fresh and bright colour so that your vacancy looks different from the bland text-only ads
- Show photos or a video of your existing employees smiling at work [an informal but free method of recognising your best employees!]
- Talk about growth and exciting future developments because Gen Ys want to see that your business is not stagnant
- Mention technology where appropriate, and
- You still need a basic description of what the work entails, remembering, however, Gen Y will be wanting to see if your workplace looks like an interesting and fun place to be. As an example, do school kids join fast food outlets because they want to cook 1000 burger patties in a shift? No! They join because they want to be part of a fun-loving team of young people.

What if your business already has Gen Ys?

With Gen Y, be aware that their loyalty to anything is often fragile. If they don't like your workplace, they will leave and then start looking for other work (although we'll wait and see what impact the global financial downturn has upon this characteristic). In contrast, the older generations would hang on in a lousy job until they had secured another job.

To a large extent, you need to entertain the Gen Ys, and there is a way to do this which will tap into their impatience and their need for fast-paced learning.

Consider setting up a Learning Log which is a plan of all the topics needed to be mastered before a person can be considered for the next position. Although the topics might be broad, the individual sub-topics will be small and very quick to learn. Training policies help plan for such learning.

An Example: A Supermarket Business

Level 1 Check-Out Operation

1. Opening the register
2. Greeting the customer
3. Operating the conveyor, scanning and packing bags
4. Transactions – Cash, Credit cards, EFT, Cheque
5. Failed scans and Sale items
6. Shutdown and Balancing the till

Level 2 Front End Supervision

1. All aspects of Check-Out Operation, plus
2. Accessing the safe
3. Handling returns
4. Responsible sale of cigarettes
5. Dealing with abusive customers
6. Confronting suspected shoplifters
7. Emergency evacuation drill coordination
8. Rostering of staff.

In the past, a business might train all of these things in a single four hour session of mostly theory. However, with Gen Y you would use a staged approach, with separate lessons over a period of time. Each mini-lesson would have a small amount of theory, then a walk-through of the appropriate

Standard Operating Procedure and, finally, an appropriate number of hours doing the activity under the watchful eye of your most experienced supervisor.

Short, sharp lessons building up towards the end point makes for a program which engages the Gen Y employee.

The Bottom Line:

Rather than shaking your head in frustration at Gen Ys, your challenge is to tap into their many strengths so that your business can ride the fast wave into the future.

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Josephine Thomson: The Move to Quiet Leadership

It's a complex and stressed out world in corporations large and small. Most workers are juggling dozens if not hundreds of emails a day, delivering results under significant time pressures, working on half a dozen big projects, dealing with politics, resources, difficult customers and all sorts of challenges. There is uncertainty, constant change, unexpected breakdowns and the odd calamity. And along comes a leader who wants to get them doing things differently.

Changing an individual's behaviour is not that different from managing a change process within a complex system such as a large company. In any change process you need a clear vision, to know exactly what your goals are before you start. You need to plan things out carefully and develop a realistic timetable, and you need people responsible for specific elements of the plan.

For change to happen you need to make the whole change process, every part of it including the goals, plans, roles and milestones very explicit. Explicit means every component of the change process is clear and well understood by everyone, not just implicit, with people expecting others to understand what's happening when this is not the case. Step one is to let them do all the thinking.

'Ideas are like children: there are none so wonderful as your own' Chinese fortune cookie, Killington, Vermont, Feb 2005

The best way to help others succeed is by helping them think things through for themselves. You are there on the sidelines cheering and supporting, but they are doing the thinking about the issues. Your focus is on helping them develop their commitment to thinking, helping them crystallize their thinking and encouraging them to make new connections. The key reasons why a self-directed approach is so powerful when we are helping people think anything through are:

To improve thinking: Firstly, we have to think things through ourselves before we decide to take any kind of action, and before we really 'learn' anything. 'Self-directed' is the only way we learn, think, invent, create, problem solve, visualise, rethink, re-engineer, you name it, it all happens within a process of making our own connections. It comes down to whether we help people think better, or we get in the way of their thinking. If we want people to think better, then we should use the self-directed approach.

To improve the quality of ideas: Somehow we believe we can think for people, when the reality is that no two brains are even remotely alike. What we think someone should be doing is just what our brain might want to do, but rarely has any relevance to how other people's brains work. So if we want to improve the quality of people's ideas, the quality of their thinking, our best option is to learn to help them process ideas better. For example, helping people crystallize ideas better, or find relationships between ideas, or prioritize ideas.

To increase people's motivation: When people make connections in their own mind there is a tangible release of energy, a discernible 'aha' moment that fills us with a desire to do something. On a physical level, this aha moment releases chemicals in the body to prime it for action. The energy created by insight is an important energy source to be harnessed. In the workplace there are many drains on our energy, including restrictions, policies and politics holding people back from expressing themselves. There is also often poor

lighting, long hours, hundreds of emails every day, and many things people would much rather not be doing. As a leader we need to harness every possible energy source that might inspire better performance, and letting people come up with their own ideas is a deep well of motivation. As the quote says, 'Ideas are like children: there are none so wonderful as your own'.

It's less effort for everyone: When you try to think for people it takes a lot of mental energy on your part. We have to think really hard, and we almost always come up with the wrong answer for that person. The other person then spends their energy fending off your ideas instead of generating their own thoughts, then you start again and try something else... all told, there is quite a lot of wasted energy for both parties.

It's faster: Many leaders think it's their job to tell people what to do, to have the answers, to be the source of wisdom. Yet from watching hundreds of managers learn some basic coaching techniques and applying them, it is absolutely clear that in the same dialogue, you will get to an outcome, specifically an outcome where someone is going to take action in some way, in a fraction of the time using a self-directed approach than you would by making suggestions.

Anytime someone comes to you wanting help thinking anything through, you have an opportunity to use a self-directed learning approach. This is when people say things like: 'What do you think I should ...', 'I'm not sure what to ...', 'I really want to... but I'm not...' These are statements that say people want help with their thinking. When you start to listen out for them you may notice that these dialogues are very common. They are happening constantly between management, peers and reports, right across every organization.

That is not to suggest that in every conversation when someone says something like this you start using this approach. There are plenty of times when you don't have 'permission' to have this kind of dialogue. People may just be venting anger or frustration and the last thing they are ready to do is think more deeply at that moment. A useful 'flag' for using a self directed approach is to pause any time we feel ourselves about to give advice, about to tell people what we would do or, want to share our experience or opinion. If it is appropriate to do this, it's generally going to be appropriate to use a self-directed approach.

People, especially long time managers, often ask when a self directed approach is the right approach and when should we be using other approaches. Managers often complain about constantly having to solve their people's problems for them and, sometimes, it is the manager more addicted to this

than the staff. If you want people's thinking to improve, always use a self-directed approach. Giving people an answer does little but continue their dependence on you. Self-directed learning is a way of thinking, not just a strategy or technique. It's a commitment to always help the other person do as much as possible of the thinking according to the way their wiring is set up - a commitment to getting them to make the connections themselves.

Of course there are times when a directive style is required in management. Firing people, and life or death emergencies, will require another approach. However, in general day-to-day work, if you want to improve people's thinking, the rule of thumb is to get them doing the thinking about the issue rather than to think for them. Sounds simple enough, yet somehow this is a long way from the approach that happens day to day in most workplaces. Changing leaders' styles to this new way takes more than just reading. It requires the creation of new wiring in individuals and in whole groups. The good news is that it can be done. It just takes some time and commitment, and of course, a lot of self directed learning.

Many people, when they first hear of this idea, feel there is some merit in the principal but are not yet ready to make the leap and take this on as a way of communicating. Quiet leaders, like any great coach, know that the most important factor necessary to create positive and sustainable change in others is to get the other person to come to an idea for themselves.

You can learn more about this in Dr David Rock's book, *Quiet Leadership*.

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Charles van Heerden: Five Effective Strategies To Increase Employee Engagement

Good people management is not difficult. However, research confirms that the large majority of employees are disengaged and increasingly cynical about the commitment of their employer to provide a great place to work. According to recent research conducted by employee engagement consultants Infogroup, Australia is placed seventh globally in terms of employee engagement, narrowly behind the United States and Germany. The research surveyed the views of 9,300 employees across the globe.

Some years ago I worked for a large manufacturing company, with the typical entry points where all staff had to clock in for their next shift. As is usual, staff would change into their work clothes and store their personal belongings in their locker. One of the production managers would often remark that it was such a shame that staff are leaving their initiative locked away as well, as they change into human robots, going through another boring twelve hour shift.

Here are five highly effective strategies that can be adopted by any manager to significantly increase employee engagement by more than fifty percent. A brief overview covers each of these strategies.

Role Clarity

Most employees go to work to do their best, though somehow it seems as if employers are making it as difficult as possible for an employee to do their job well. It all starts with having a clear job description of what is expected from them. Every manager has their specific expectations and standards, which needs to be shared with every new employee, or whenever there are any substantial changes. Employees are not mind readers and managers need to discuss and explore with employees what is expected of them. The key here is to focus on outputs or outcomes, not tasks or activities, as employees will become more engaged if they understand what is required, but have the opportunity to decide the best way to achieve the desired outcome.

Agreed Goals

Most jobs incorporate a long list of requirements. Some of these actions include daily actions, others weekly or monthly outputs, and others may be more project based or one-off assignments. Having a clear and agreed list of goals is a very powerful way to hold employees accountable, provided they have been involved in developing the list of goals, which also makes it easier to get agreement. Too often, managers confuse KPIs or target measurements with goals that encapsulate the key priorities for the business, creating a strong alignment and making it more meaningful for the employee to see how they contribute to the business.

Regular Feedback

We all enjoy feedback, hearing that we are on track and doing a good job. Feedback should always be timely and regular, rather than creating a list which is only discussed every quarter or annually. Most managers dread giving feedback as they are used to a very formal process, rather than using role clarity and agreed goals as signposts that guide the feedback process, taking away the risk of becoming a very subjective discussion.

Learning Plan

Personal growth is often top of the list of motivators, reinforcing how all employees, and in particular Gen Y employees highly value any investment by their manager and the company to develop their skills and make them more employable. Having a highly developed structure of the role and how the employee is performing ensures that any training and development is of mutual benefit.

Career Discussion

No employee wants to be in a dead-end job, without any prospects of career progression. Once the employee has proved their performance and competence in their current role, it is essential to discuss how the learning plan is assisting the employee to be appointed into their next role, where role clarity kick-start the next cycle, in a virtuous cycle of employee engagement. The opportunity to rotate staff into other roles often creates new enthusiasm and also adds fresh skills, providing the employee with new career opportunities.

Summary

Increasing employee engagement is a major HR strategy for most organisations, and critical to make the employer a preferred employer of choice. If manager can nurture, develop and recognise the talents of employees, employees will be highly engaged and more likely to be retained. By using these five strategies, companies have been able to significantly increase their levels of employee engagement, by more than fifty percent, through better people management.

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About Author: Charles van Heerden is the founder of WaveBox, a specialist Strategic HR consulting firm in Melbourne which specialises in strategic HR management, employee engagement, organisational development and change management. Charles has been an HR Director in three countries, a senior line manager and a consultant and his articles have been published in various international media. His experience includes services (consulting, information technology and research), heavy industry (mining, engineering), FMCG (dairy, beer and carpets), working with medium and large-scale organisational change, including acquisitions and mergers. He has published several articles on Strategic HR and has been a speaker at various international conferences. He was co-writer of a chapter on Pay in a book on Understanding and Implementation of Performance Management. He is a member of the Australian Human Resources Institute, as well as the Human Resources Institute of New Zealand.

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Nicole Underwood: Who's Hot Who's Not. What The Perfect Resume Won't Tell You

Interviewing, recruitment, hiring, finding the right candidate . . . it's easy! It's not rocket science. How hard can it be, get resumes, interview, have a chat, make an offer – done! If only this was true....

Last week I was doing the school drop off and was asked independently by two separate parents in business how to pick the right person at interview. How long have you got??? One was disillusioned by a highly talented person leaving to take a very similar role elsewhere with the only obvious added benefit seeming to be 'working closer to home'. The other was being challenged by picking an internal hire from 20 great resumes that all seemed to have the right technical experience. Both were apprehensive due to incorrect hires in the past that initially looked right on paper. They were desperate for the secret ingredient, the right answer, the one thing that I could tell them that they didn't know to ask at interview to get it right.

Subsequently, I was called to a meeting on Monday with a client who was completely frustrated and surprised when what they thought was a 'perfect hire', resigned after 2 months. They too wanted to know where did they go wrong, when the resume appeared to be perfect?

First and foremost – recruiting people is not easy. Picking the right person is even harder. I have done this every day over the past 13 years and see, hear, talk and advise clients on how to do it better. It is an ongoing battle for most business owners – finding, recruiting and retaining the right people.

Here's what all three situations had in common – you must look beyond what's on paper and what's technically being said at interview and hire for culture and motivational fit.

I agree that skills and experience are important. They are necessary in the recruiting process, but what causes you headaches and performance issues goes well beyond being able to do the job, it's a person's ability to fit in and being in the role for the right reasons.

How do you determine this? It's not fool proof, but here are some quick guidelines that I follow in a recruitment process to increase my odds:

1. Technical skills & experience – is easy to assess from a resume, very factual, qualifications, systems experience etc. Some level of experience is still needed for most roles.
2. Competencies –what are the competencies they need to do the job e.g.: teamwork, decision making, achievement drive. The key is that they must give a SPECIFIC example of a time when they have demonstrated this competency. This will usually occur in 3 parts (tell me about a time when...., what did you do and what was the outcome). If they don't give a specific, they don't have the

competency. Don't ignore this – even if the resume is fantastic – if they can't answer these questions, they won't be a high performer in the job.

3. Motivation – this is often the trickiest part of the interview to assess. It involves asking questions around why they want the job, what is their perfect job, what other jobs have they applied for, why have they left previous jobs, what makes them stay with an employer, what makes them leave, who has been their favourite boss, who inspires them and why, where has been the best/worst culture they have worked in. Did I mention why they want this job? Not just any job. Why this job above others in the paper and on the net? And then tell me again why you want it – make sure they convince you.
4. Warning signs – this is usually around behaviour during or post interview. For example, I had a candidate tell me they would call me Monday to confirm their interest in a job, they called Tuesday at 5pm. For me and my culture, this is a warning sign they wouldn't fit in as one of our values is integrity – you do what you say you will do.
5. Reasons for leaving – don't ever accept the first reason. I ask several times on the same job – tell me what were your reasons for leaving? What else contributed to you leaving? What other reasons were behind this decision? Probe, probe, probe and look for patterns of behaviour.

As I picked up my daughter from school recently, one of these parents thanked me, telling me how much easier her three interviews had been that day. Her change in questions towards motivation and culture opened up her thinking about what was being said at interview, if they would fit her team and it increased her confidence in making the right hire.

In my experience, motivation and cultural fit is more important than skills and experience. The culture fit and motivation buys you loyalty, commitment and top performers who in the long term outshine the power CV with a technical answer for everything at interview. Go with your gut – will you and your team enjoy working with this person every day of the week? And whatever you do – don't "hope" that it will work out – it never does. Hope is not a recruitment strategy.

Author: Nicole Underwood

About Author: Nicole Underwood is a leading expert in recruiting and retaining top talent. As the founding General Manager of Entrée Recruitment in Adelaide, Nicole established and successfully grew this business to become a market leader over a 10 year period. Nicole enjoys bringing together her passions for recruiting great people, delivering unbeatable service and

coaching others to attract and retain top performers. Nicole's leadership and achievements have been formally recognised by the Telstra Business Women Award's as a dual Finalist. She has recently established her own consulting practice assisting corporate organisations achieve their own success through hiring and keeping the right people.

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Michelle Lambert: 10 Questions To Test Your Psychological Contract

Recently the concept of the Psychological Contract has been bubbling up for me. The key contexts that it has been coming up around are for people who are changing roles, and where change is occurring within organisations.

To assist those unfamiliar with the concept I will use a basic Wikipedia definition;

"The psychological contract represents the mutual beliefs, perceptions, and informal obligations between an employer and an employee. It sets the dynamics for the relationship and defines the detailed practicality of the work to be done. It is distinguishable from the formal written contract of employment which, for the most part, only identifies mutual duties and responsibilities in a generalized form."

What this means is that when we join an organisation, we get a paper contract. We may have conversations about the role in more detail, or not. We usually have expectations drawn from our past experience with organisations, our perception of the organisation we are entering, or just influenced by our own life experiences in general. Very often it is the unsaid conversations that could clarify the contract (be it paper or Psychological) that would then enable us to understand exactly what is happening and if it is a fit for us and them.

I believe that there are a number of reasons why those conversations are not had and I have included some of them below, I would be interested in your thoughts and or experiences as to why you think they do or don't occur:

- perception of the hierarchy of the organisation and relationship to authority
- management should not be questioned – this perception can be held by both the employee and/or manager
- self image of the employee and their ability to voice their questions
- the employee not understanding that the role and environment that is “sold” to them may not exist as represented
- concerns by the employee based on the job market that they should take this job rather than testing if it is a good fit for their skills and values

To explore this as a change management concept today I will share an example of a psychological contract at the recruitment phase of employment, and in my next post I will explore one later in the life cycle of employment when an organisation is undergoing change. The reason for sharing the two different perspectives is to reflect on how change or even perceived change can significantly impact the ability of an individual to deal with that change both at the time of change and into the future.

In our first example relating to recruitment, when a new employee comes on board its safe to say that they are keen to get on with the job and make a good impression. If they join the organisation and the role and environment are what they expected, they are motivated and can get on with the job. If however the role and or environment are different to what they expected or were “sold”, you already have a problem. Their commitment to the contract is now influenced by the organisations ability to deliver on it. Some people finding themselves in this situation intuitively understand the concept of the psychological contract, of course they may not use that term but they know its more than a bit of paper. At the point where this occurs they usually step back to take stock of the unexpected situation, and make a decision as to the fit given the additional information that they now have. Usually they then make a choice as to if they will stay or move on. This is easier for them given their perception that the contract has been already broken by the employer.

Others individuals who may have different life experiences, self image or personal circumstances are not aware what has occurred. Some may even have experiences that are reinforced yet again by this situation and half expect it to happen anyway. What occurs then is they often don't go through the process of analysing what has occurred, or looking at the gap of promised/expected and delivered. These individuals are still a problem for the

organisation, in fact they are a bigger problem than the individuals described above. The reason why, is because they don't take stock of the situation and they don't process the fit and make a choice. They become prisoners within the organisation, and sometimes they find others like themselves and can create quite toxic pockets of culture that many organisations find difficult to deal with.

Recently a friend of mine was chatting to me about a role that I had recommended him for. He was unsure if he wanted to move from the life of consultant to employee. He enjoyed his freedom to think and be creative and was concerned that an "employment" relationship may change that.

His concern was "what will I be doing when I get there?" Naturally because of his capabilities reflected in his resume, it would be reasonable to assume that the organisation would see a fit with his skills and experience and offer him the job because he was the package they were looking for. Or is that reasonable? Unfortunately even though many organisations attempt to find a match so often this doesn't happen.

We discussed the concept of the psychological contract and given he was in a situation where he was unsure if he wanted the role or not, it seemed the perfect opportunity for him to explore it in more detail and have the conversation that so many people and organisations don't have.

The types of questions that you can ask in this situation include:

- What percentage of the role will be thinking vs doing? Is that percentage expected to change over time?
- How much travel will be expected of the role?
- Is there scope for working remotely? What support is provided for this if any?
- What are the average working hours expected of people in this type of role?
- What type of budget does the role have?
- What tools are used within the organisation to support the function?
- What understanding and skill level exists in the immediate team? – in the organisation generally?
- Is the organisation open to innovation for tools and processes in this area?
- Is the organisation risk averse?
- How does the organisation typically cope with change?

There are many other questions that can be asked and we would love you to share them at our website listed below. The interesting thing about asking these questions is that depending on the organisation, going back to them and asking them these things could be seen as refreshing and showing initiative, or

challenging and taking a risk. When discussing this issue with my friend we agreed that if the organisation/manager was challenged by him asking these types of questions, then it probably wasn't a fit anyway.

So the outcome for this individual is that he had the conversation, it was well received and he took the role. The opportunity for him and the organisation is now to keep these conversations going to maintain the relationship and the motivation. If the organisation can't keep up its end of the bargain of what is now a very clear "complete contract" (as much as is possible given the openness of both parties) then the individual will be able to take stock and make an informed choice about his future.

In my blog I explore the Psychological Contract a bit further down the employment relationship cycle and look at how we create prisoners through poor change management practice.

I would love to hear your comments or questions about your experiences with this type of situation.

Author: Michelle Lambert

About Author: Having both formal qualifications and over 20 years experience in change management Michelle Lambert has a real passion about helping leaders and change agents in organisations find better ways to engage their people in their change management initiative. The change management cards are one of those ways that organisations can socially construct the future that they are trying to achieve.

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Les McKeown: Where Does Retention Start?

Setting aside for the moment the validity of the underlying approach, an undeniably positive impact made on employee retention thinking by the "war for talent" methodology is the realisation that it's much easier and considerably less expensive to retain a current good employee than it is to go out and find a new one.

That's something that sales and marketing executives have long known about customers, that it's much cheaper and easier to keep and develop current customer than to "grow" new ones. The "war for talent" approach emphasises that employee retention can't just start some months or years after the employee joins the organisation, because the employee's perceptions of the organisation are massively influenced by the following:

- What he or she saw and heard before joining the organisation,
- How he or she was treated right at the outset of the relationship, and only then
- How he or she is treated on an ongoing basis.

In other words, starting to work on employee retention a year or two after an employee joins the organisation (a typical response in the "employee turnover = employee retention" mindset), when the possibility or probability of the employee leaving has become obvious or acute, is much too late.

Mistake Proofing

Retention Begins with Presence and Image Effective employee retention begins before the hire—in your recruitment literature, of course, but also in corporate and product literature, advertisements (for recruitment and for sales), press releases, product branding, company image, management reputation, and a myriad of other messages that the organisation puts out into the marketplace about what it is, what it does, and how it does it.

As we'll see later, these signals act as filters, in two ways. First, they determine the type of person who applies to work in your organisation. Second, they set the bar for later decisions by the employee about whether or not he or she is likely to stay with the organisation and for how long.

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Even starting to work on employee retention as soon as the employee joins the organisation is still too late.

Becoming an Employer of Choice

Finally, in our survey of current trends in employee retention, we come to the concept of employer of choice. It's basically a variation of the "war on talent" approach.

In its raw form, the aggressive "war for talent" approach to employee retention has proved somewhat too strong for many organisations and irrelevant to many situations. In particular, the purist version of "war for talent" calls for grading employees into streams ("A," "B," and "C" performers) and taking differing approaches for each: promote "A," develop "B," and "lose"—fire—"C."

This theory was an extension of the now-renowned employee grading system introduced to GE by Jack Welch. Although it's useful in some circumstances, this approach has proved difficult to implement and sometimes inappropriate. It's also directly opposed to the collaborative, supportive working environment that many organisations want to maintain or to build.

As a result, a hybrid version of the "war for talent" approach developed, emphasizing the benchmarking activities necessary to develop the "employee value proposition" and involving the organisation in adopting the employee retention best practices of similar organisations.

In this approach, known (briefly) as "best in class" and now more often referred to as "becoming an employer of choice," the organisation:

- Investigates and adopts best practices in employee retention,
- Extends employee retention backward to pre-hire activities (as in the earlier sidebar), and
- Pushes the impact of employee retention forward beyond the initial hire to incorporate the employee's management, development, and managed separation from the organisation.

You may be thinking that this whole discussion of "employer of choice" and "war on talent" is irrelevant here. After all, you're just a manager, not the CEO. What can you do? You can still think in terms of the "employee value proposition" that you present to job prospects. You can still think in terms of employee retention beginning with your first contact with a job prospect.

Finally, do your best to be a "manager of choice."

Author: Les McKeown

About Author: Having advised start-ups, Harvard University and even the US Military, Les is a world leader in employee attraction and retention. You can access more of Les' leading edge thinking and management tools in the HRwisdom Employee Retention Kit.

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Ron Jones: Attraction and Retention Strategies

It has become increasingly common for organisations to develop new approaches to 'attraction' and 'retention' in their drive to gain access to available talent or to woo those perhaps not so immediately available.

My experience of participating in this game is that it is inevitably a zero sum outcome. In the short term, employees gain certain benefits but eventually find themselves priced out of the market. In the meantime, employers have become disillusioned with the process, especially if they find themselves bowing to the claims of recruitment agencies that 'your conditions just aren't competitive in the current market'. The neat language of 'the employee value proposition' is constantly being applied to suggest that unless improvements are made they will simply not be competitive.

The difficulty I have – having been part of the game – is that many of the attraction strategies are based on quick giveaways that are really not related to what is important in retaining staff. For example, easy promises of supporting professional development are quickly dropped as soon as the corporate budget needs to be trimmed to cut costs.

In my view the failure on the part of many companies is to see attraction as separate from retention. This has allowed the perpetuation of the adage that 'people join companies, and leave managers'. In other words, it is the company that does the recruitment, presents the brand image, negotiates the salary and conditions and makes the promises about future prospects.

In some of the work I have recently been involved with, the organisation has stepped away from taking a short term approach which previously focussed on market driven salary rates as a key driver to attract staff. Instead, the approach has been to seriously examine how the work outcomes it is responsible for can be achieved, whether there are alternatives and how it builds capability to deliver. A commitment to internal promotion through competency based performance has been a major factor: it means that there is a commitment to learning and development through both on the job experience and professional training and therefore means that it can easily

recruit graduates. The marketing and branding of the organisation further supports the challenging nature of the work available.

My experience is that HR needs to really step up and drive an integrated strategy where attraction and retention strategies are linked and integrated with overall workforce planning. The focus of these strategies requires a high degree of planning and interrogation of existing workforce data, combined with detailed assessment of future capability and capacity building.

The framework which supports an integrated strategy can only come from creating what I describe as a 'culture of mutual engagement': a serious and significant commitment to employee engagement supported through strong leadership and a willingness to provide a work environment which offers the opportunities of challenging and useful work produced through self discipline.

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About Author: With over 25 years experience across all areas of human resource management and workplace relations, Ron Jones has worked at a senior level in both the public and private sectors as well as in one of Australia's leading Universities. A major focus of his consulting activity is working with small to medium size enterprises to build compliance with Fair Work Act requirements. Areas of engagement include preparation of enterprise agreements and employment contracts; alignment of policies and procedures to business practice; transmission of business arrangements; termination procedures; development of middle management support programs and overall organisation risk analysis.

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We hope you have enjoyed this special report in which people like you within the HRwisdom Community have shared their employee attraction & retention successes and advice.

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