

*McArthur*

ACAQ Conference

June 4, 2016

How to attract and retain the right staff

- I want you to think **with** me not like me
- Life is lived forwards but only understood backwards

# Once again... How important are *McArthur* your people

- The 1 in 8 rule

You can't be different by being  
the same as everyone else

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- What would stand out if I read one of your job adverts?
- Would anybody notice if I changed your centre's name for another one?

# Why should the best people choose to work for you?

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- What are your unique employee policies, programs, rewards and benefits programs that prove your commitment to your people ?
- This is designed to help prospective employees answer the question: ‘Why should I join this organization?’

# An organisation worthy of people's commitment

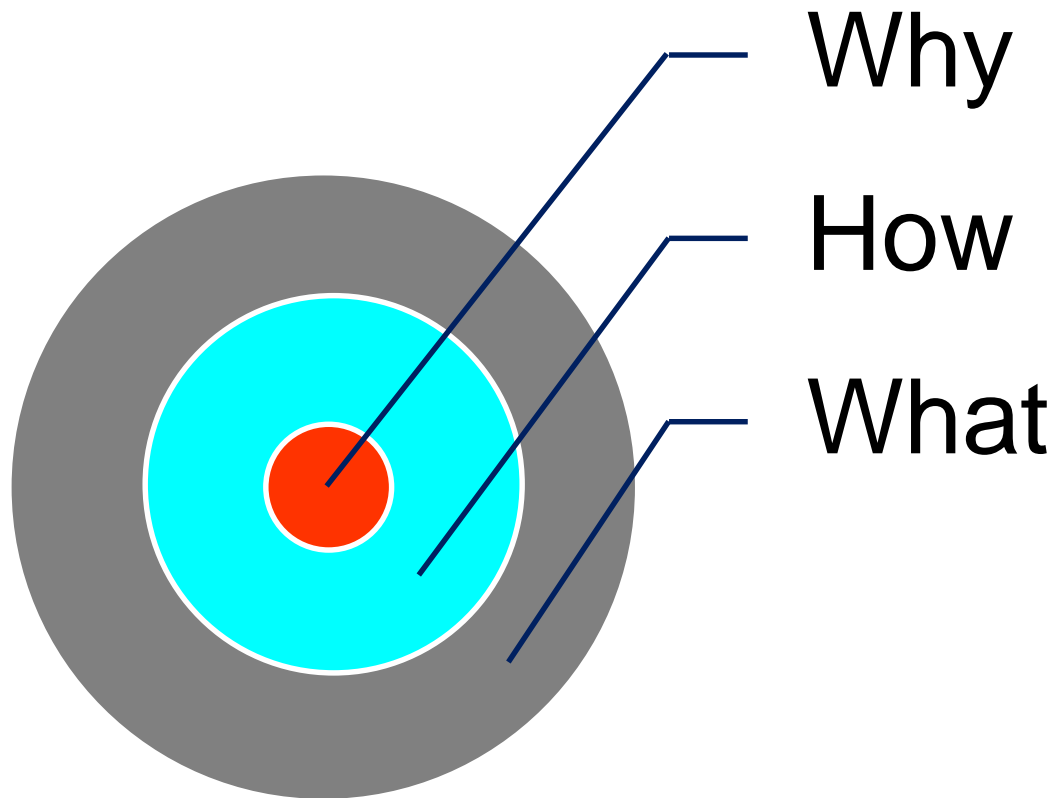
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- Does your centre deserve a percentage of my life?

# Profit and oxygen

- Profit is to a business like oxygen to a body.
- Without it we can't survive but it's not the reason we exist

# First start with the why





# Getting it right – people and I.T.

- How much time do you spend on the recruitment process

# Recruitment & Selection

- Recruitment is the process of attracting appropriately qualified, skilled and experienced people to apply for a job vacancy
- Selection is the process of choosing the best person for the role

# Attracting through your job advertisement

- Two fold purpose
  - Create a pool of suitably qualified applicants – success is not represented by getting lots of applications
  - Project a positive image of your organisation

# Attracting through your job advertisement

- **A**ttention – there is a suitable job here
- **I**nterest – looks like an organisation I could work for
- **D**esire – I want a job with them
- **A**ction - I am going to put in a job application
  
- A good job advertisement has clear statements about:
  - Key responsibilities of the role
  - The benefits of the position
  - The prospects of the organisation
  - The opportunities available for successful candidates
  - How to get additional information about the organisation

In short, the job advertisement should help the employee answer the question:  
“Why would I want to work for this organisation?”

## Short listing

The shortlist should be developed on the basis of key selection criteria. All applicants short-listed for an interview should meet these criteria.

Applicant	Mandatory qualifications Y/N	A strong customer focus	Excellent interpersonal and communication skills	Demonstrated ability to work independently and contribute effectively as part of a team	Sound written & oral communication skills including good negotiation skills	Ability to work well under pressure, meet deadlines, maintain attention to detail	High level computer skills in windows suite, including developing presentations	TOTAL
One	Y	4	5	4.5	4.5	3	4	31
Two	Y	3	4	2	5	3	5	26
Three	N	-	-	-	-	-	-	-
Four	Y	2.5	3	1	3	1	3	18

# Best and worst interview experiences

- Working in pairs describe your best and worst experiences as an interviewer
- Working in pairs describe your best and worst experiences as an interviewee

# The job interview

- For the employer the interview is about getting and assessing information to assess whether the candidate is likely to be successful in the position if selected
- For the applicant the interview is about finding out whether the job and the organisation meets their needs
  - *Don't underestimate the value of the interview as an opportunity to promote your organisation.*

## Interview setting

- Setting up the room
  - Formal/informal
    - Related to the mood you are trying to create
- Comfortable, private setting, free from interruptions.
- Lighting, temperature, seating arrangements and ease of access for applicants with disabilities should be considered.
- Ensure there is drinking water available.





# The interview structure

- **Opening**
  - Designed to set the scene and ensure the candidate is comfortable
- **Probing the candidate**
  - Finding out if they are the right person
- **Closing the interview**
  - Where to from here

# The interview structure

- Questions from easy to tough
  - Start with general questions designed to put the candidate at ease eg
    - “Tell me a bit about yourself”,
    - “What appealed to you about this role?”
    - “Tell me a bit about the challenges in your current role.”
    - “Who is...?”

# The interview structure

- Probing the candidate
  - Is the candidate a good fit for us?
  - Can they do the job?
  - What is their level of self-awareness?

# Types of interview questions

- Closed
  - Yes/no responses
- Open
  - Explanatory responses
- Scenario/what if
  - Imaginary
- Behavioural event
  - Actuality-based

## Scenario/what if questions

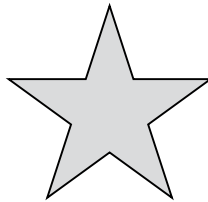
- “How would you handle a situation where ...?”
- Can be successfully answered by recalling the correct answer from a textbook ... but does not reveal how they would actually manage the situation
- There are limits on how far you can explore a theoretical scenario
- Good test of intellect, ability to recall and ability to think on the spot

# Behavioural-event based questions

- “Describe a time when ...”
- Questions elicit behaviours in a situation (not a theory of what should be done)
- Easy for interviewers to probe and explore
- Simple technique for ensuring interview remains focused

# Behavioural-event based questions

- Based on actual event(s)
- Requires a structured approach to the question and answer
- **CAR/STAR**
  - C – Circumstances (Situation or Task)
  - A - Actions
  - R - Results





# What to look for in the interview – beware of...

- Criticising a former employer/colleague
- Nothing to ask at the end of the interview
- Candidates asking about things they were too lazy to find out themselves
- Candidates who know nothing about your organisation

## What you can and can't ask

- You can ask anything about the demands of the job and the candidates qualifications and ability to meet these demands

## What you can and can't ask

- You cannot ask anything about the candidates personal circumstances
  - Religion, age, marital status, sexuality, ethnicity

## What you can and can't ask

- You cannot ask anything that implies a person might not be able to meet the demands of the job because of **your** perception of their personal circumstances
  - Eg “You are a single parent. How will you arrange your own child’s care to enable you to fit in with this job”

# What you can and can't ask

- But you can ask:
  - “Is there anything that might prevent you from meeting the demands of after hour work which is part of this job?”



# A crucial relationship

- People join organisations but leave managers

So you've got them - how do you *McArthur*  
keep them

- Know what matters!



# What people want from their work

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FACTORS	MANAGERS	EMPLOYEES
Full appreciation for work done	8	1
Good pay	1	5
Good working conditions	4	9
Interesting work	5	6
Job security	2	4
Promotion/growth opportunities	3	7
Loyalty to workers	6	8
Feeling "in" on things	10	2
Sympathetic help on personal problems	9	3
Tactful discipline	7	10

# Recruit for fit – develop for skills

- Recruit people who have like-minded values – trying to change the culture of a person to fit the organisation doesn't work.
- Recruit the best people, as opposed to the most experienced

# Better recruitment = better retention

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- High levels of staff turnover could come down to hiring the wrong people in the first place.
- Companies who are experiencing high turnover need to look hard at how they recruit people and induct them into the company.

# Now you've selected – induct them!

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- **Potential short-term benefits**

- The new person gets a favorable impression of your organisation
- Confidence builds more quickly
- Enthusiasm and commitment can be generated
- The loss of people in the early months may be reduced
- The new person adapts to the job and the organisation more quickly

# Now you've selected – induct them!

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- Potential long-term benefits
  - Reduced levels of staff turnover and absenteeism
  - Higher levels of staff engagement
  - Lower recruitment and selection costs as a result of lower staff turnover

# What should be in your induction kit

- Organisation chart
- Map of the workplace
- Local transport timetable
- Key terms in your industry
- Copy of staff handbook
- Code of conduct handbook
- Copy of the relevant enterprise agreement or award
- Copy of position description
- List of public holidays
- List of fringe benefits
- Copies of performance review forms, dates and procedures
- Copies of required forms (if they are not in the employee handbook)
- List of training opportunities
- Details of emergency and accident prevention procedures
- Copy of company publications eg annual report
- Contact details of key people inside and outside the organisation
- Copies of superannuation plans

## 4-8 week conversation

- The following are topics that should be covered in this informal presentation to the new work team:
  - Your role/job/position in the centre
  - What role your area plays in the centre
  - Three things you have found out about the centre which have surprised you?
  - Provide details about two areas that you knew nothing about when you first started but are now familiar with
  - What do you like most/find most positive about working at the centre?

## 3 month conversation

- The purpose of the three-month conversation includes determining:
  - whether the position offered has met expectations
  - whether the person's skills have been utilised effectively
  - what knowledge and understanding has been gained of both the immediate work area and the centre as a whole.



# Engaged employees stick around

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- Employee engagement is a measure of people's intention to:
  - Speak well of your organisation (SAY)
  - Be there for the long term (STAY)
  - Exercise discretionary effort – go beyond the PD (STRIVE)

# Treat your people as volunteers

- How would you treat your people differently if each of them was financially independent?
- Now start doing it!

# Pushing the envelope

- Richard Branson's people can take as much annual leave as they want
- W.L. Gore
  - No job titles or actual jobs