

ACA QLD Conference 2018

Housekeeping

Introductions

Phones off

• Topics

- **Update on the ERO Case, Modern Award Review**
- **12 – Lessons aimed at attraction, retention and performance of employees**



- No such thing as a silly question

• ERO Case

- The Case(s) have been running for 4 years
- What is the law meant to deal with
- 2014 debated how the laws work
- United Voice Case failed in 2017
- IEU Case broke away to be a separate case
- IEU seeking increases in pay of 21% to 59%
- IEU Case to be heard in July – September 2018

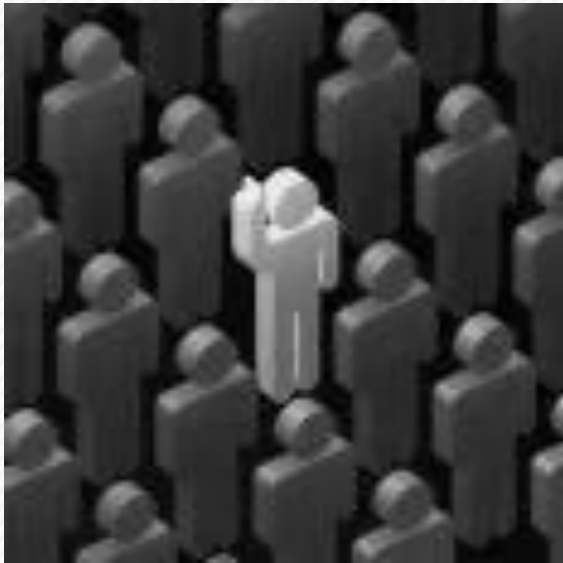
• Modern Award Review

- Children's Services Award and Teachers Award still to be finalised
- Changes sought by ACA and UV and IEU
- Plain English process still to come
- Likely finished in 2018



12 Lessons

Lesson 1 – Care about your Employment Brand



- This boils down to recognition and clarity
- When your organisation's name is mentioned to a prospective employee, what do they say?
- A good employment brand usually means that the person will say:

"I understand what this organisation does, it does...."

"It would be a good place for me to work because...."

Lesson 2 – Understand your local labour market



- Most employees, travel between 40-60 minutes to work each morning (a little longer in country areas)
- You need to understand who you are competing against for labour within this localised employment market and why employees chose you or your competitors

Lesson 3 – Ask questions the right way in a job interview

Ask behavioural based questions



A behavioural approach focuses on questioning applicants in areas key to the position by asking them to discuss how they have actually applied the behaviour or competency previously

Describe a situation where you did X

Lesson 4 – Recruit for “Fit”



Priority is the person who will work well as part of the team

It's easier to teach competency

It's harder to get people to change their personality or style

Lesson 5 On-Board Properly

If you want to capture employees early, you need to think about:

First impressions – when an employee starts, have everything ready for them on the first day

Proper introductions – on day one, have a program ready to let the recruit know who people are and how things work

Buddy program – give each new employee a designated buddy and get the buddy to personally look after them for at least the first few weeks

Welcome to the business – have some kind of welcome event in the first three to six months. For a small business this might be simply having a sandwich with the owner. For a larger business it might be having a new employee lunch. In other words, make the people feel important and celebrate the fact that they have joined your business

Lesson 6 – Use the Qualification period

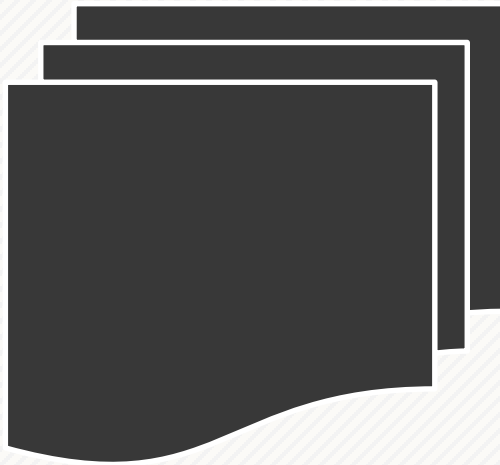
Get Out Of Jail Free Card

<15 Employees – 1 year

15 or more – 6 months

Separate to notion of probation

Lesson 7 – Use a Performance Improvement Plan



Structured

**Specific, Measurable,
Achievable, Relevant, Timed**

Lesson 8 - Emotional engagement is critical

Rational Engagement
\$, flexibility, proximity
to home

Engagement and
Discretionary Effort

Emotional Engagement
Manager, Work mates

**Do I work with or for my boss?
Do I have a best friend at work?
Have I been given feedback in
the last 6 weeks**

Lesson 9 – Be good at giving ad-hoc positive feedback

Specific: Talk very specifically about what you saw the person do. General motivational clichés like “good team player” will have a lukewarm effect.

Immediate: Obviously praising someone for something he/she did nearly a year ago is a waste of time because the best acknowledgment is immediate. “Catch” someone in the act of doing well and compliment the behaviour on the spot.

Personal: Use the person’s name and express your own appreciation for the job well done.

Spontaneous: Never script compliments or they won’t sound sincere.

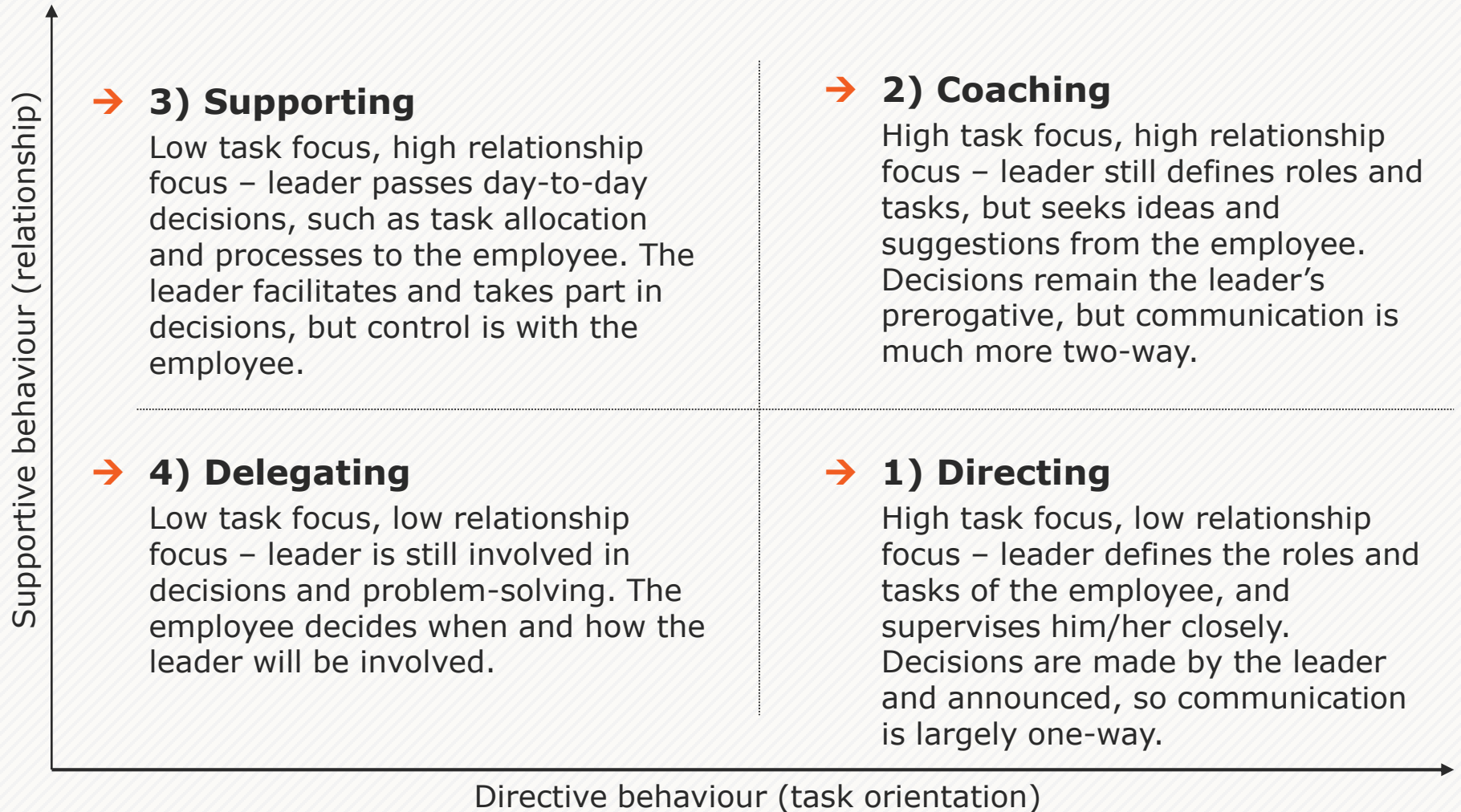
Lesson 10 – Be a Situation Manager

One of the key drivers for workplace culture and employee engagement is an **employee's direct manager** and the approach they take to management.

The key to situational management is a balance between:

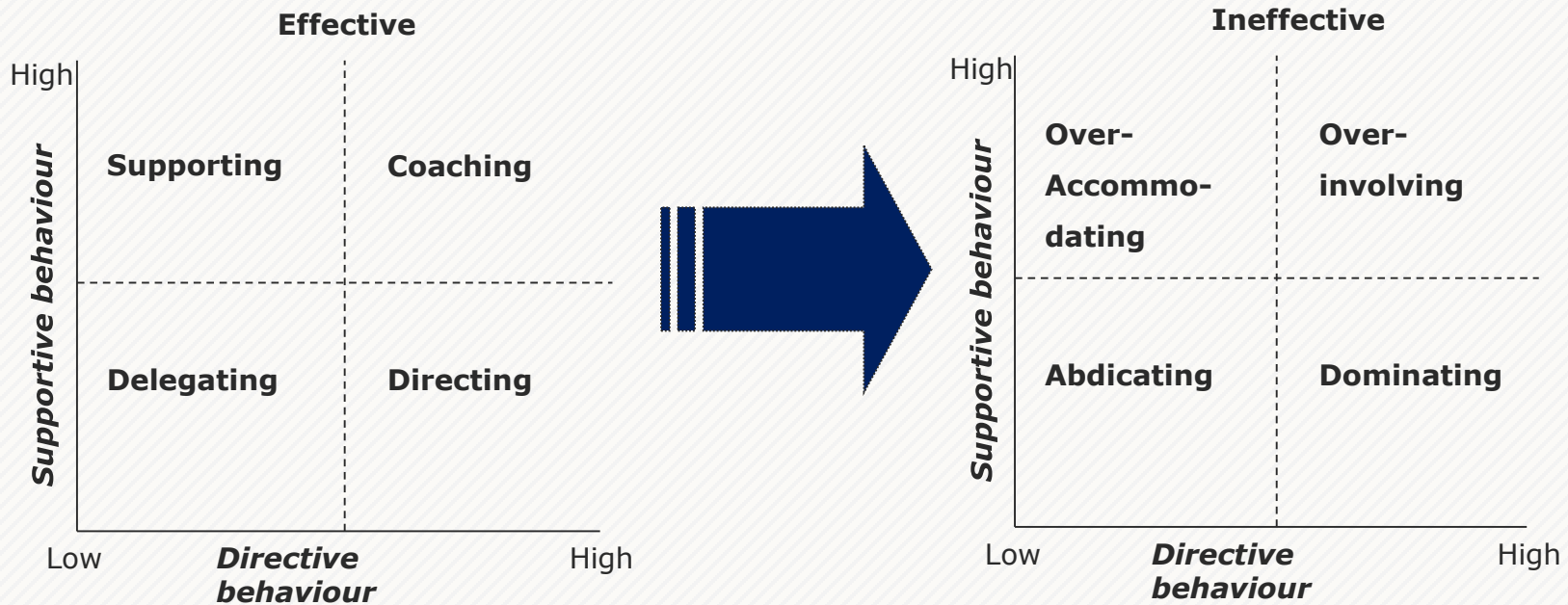
- **Directive behaviours**
- **Supportive behaviours**

Adapting styles to employees



Dark side

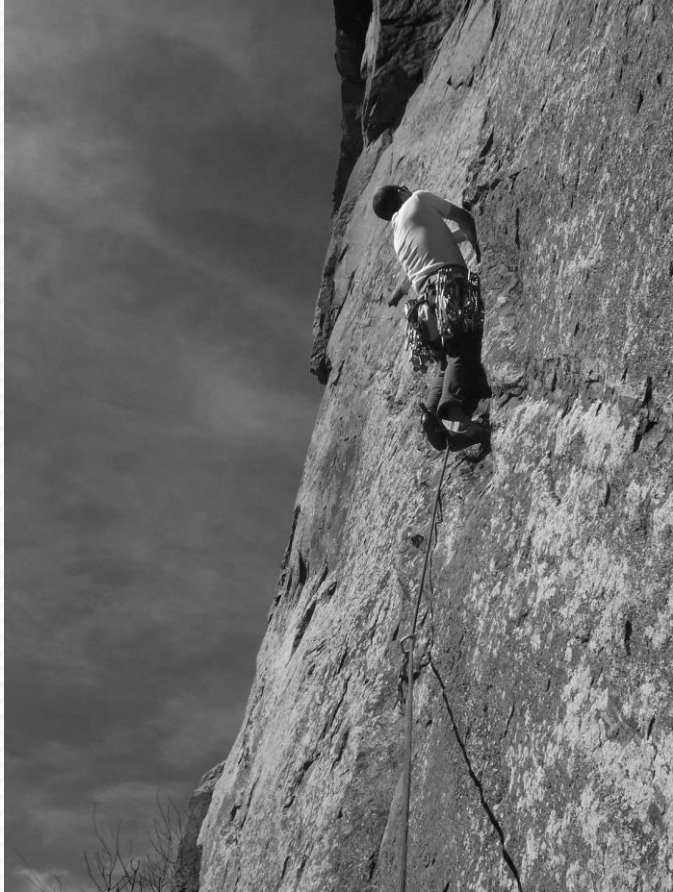
Ineffective use of the different styles will result in low morale and poor performance.



Lesson 11 – Manage by example

➤ It's what you do that matters
not what you say

Lesson 12 – Build resilience



Time and Emotional Energy

A blurred audience at a presentation or conference. A hand is raised in the center of the frame, palm facing forward. The background shows a large screen with text and other audience members. The overall lighting is warm and dim, typical of an indoor event.

Questions?