

Guide to Attraction and Retention

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This guide is designed to cover a range of best practices and initiatives which can be introduced and implemented within the **Waste Industry** when viewing strategies in Attraction and Retention of employees. When completing the recruitment process and a contract is developed, relevant regulations covering safe work practices and employment must be followed and implemented.

The challenge today is about attracting a new generation into the **Waste Industry**. Educating the community on the **Waste Industry** and emphasising that the industry picture is changing from the "dirty, unskilled" environment to new technology and highly skilled operators.

Ensuring the recruitment process is best practice and relevant, allowing for the best selection to be made.

Being the kind of employer people choose to work for demands much more than simply saying the right things or having a clever marketing campaign.

It requires an integrated approach to attracting, recruiting and retaining employees that defines a clear value proposition and incorporates ongoing engagement, compensation and effective rewards and a culture that incorporates training and development.

The best recruitment solution is a good match between the culture and values of an organisation and the needs and values of the employee. However there are challenges facing this and often it can be traced back to the culture and values and the process in which these are channelled throughout the organisation. Leaders of organisations and senior management are constantly under the spotlight in regards to the image and behaviour they display in promoting the organisation culture and communication strategies. Employees identify when companies actually do or do not display and reflect the company's values and culture. This can lead employees to make the decision as to whether they will remain as an employee or move on.

Recruitment in a competitive environment can be time consuming and very costly. To break the cycle of staff leaving at an unmanageable level, there are several practical options that can be considered.

A stable productive workforce that is aligned to the organisations strategic focus reduces constant recruitment. The need for recruitment can never be avoided but the "churn" can be minimised.

When attracting the right person you need to communicate what the organisation stands for, believes in and will commit to. This sometimes is referred to as "*Corporate Branding*".

With competition for quality resources on the rise, organisations are realising it's necessary to explore and consider a whole suite of options and benefits to increase the ability to attract and retain key people. The key here is for each organisation to choose the best selection to suit their strategic direction and culture.

In the following pages this guide will set out a selection of best practices in assisting with attracting and retaining the right candidate for the position and for the company.

Attraction

These days there are several factors that go into the determination of who exactly constitutes the “right” person for a particular company. There are also numerous factors that make a company attractive to these specific candidates. The objective of a company’s recruitment efforts is to align the interests of the two parties by providing the most desirable candidates with incentives to apply and while eliminating the less qualified candidates from the mix.

The Role Define and evaluate the skills and experience required to achieve the desired level of output and service

Review Take time to evaluate the position description. Ensure all relevant parties are involved in this process and committed to any changes.

Advertising Engagement with the desired target audience is the key focus. Utilise a variety of tools like social media, professional and networking groups along with the more traditional methods of online recruitment sites and relevant newspapers.

Recruit This can be the first experience a person has with an organisation, so it’s important to make it count and be memorable in a positive way. Ensure the process is transparent and professionally executed. Ensure the person selected is a good fit.

Benefits can include Competitive base salary, great company culture, career advancement and growth, flexibility with work arrangements

Induction A well-executed induction process is fundamental to retaining good employees. Some basics to cover are: have someone meet the new employee, manager/supervisor to contact the employee on the first day, work environment and any resources are ready for the new employee along with a work schedule.

Retention

What does Employee Retention mean

Employee retention is a process in which the employees are encouraged to remain with the organisation for the maximum period of time or until the completion of the project.

Retention

“Show me the money” doesn’t seem to be hitting the mark for many employees in the current market. While receiving sufficient compensation for the job being performed it is only one piece of the jigsaw puzzle that makes up the whole picture. Surveys and data are indicating that employees are asking for other benefits and considerations when applying and considering a job opportunity.

An overarching strategy is to build a culture where senior people and managers engage with and in effective behaviour with their workforce.

Create and then maintain a culture in which employees don’t want to leave.

If the recruitment and selection process is effective and the right person is selected for each position then the desire to leave will be limited and hopefully more manageable.

Strategies to keep valuable employees

Actively support efforts to help employees achieve success at work and home – work/life balance	Provide development opportunities
Encourage diversity in workforce	Support paid maternity leave for primary care givers
Process for employees to work on higher level work projects	Create a company process for building talent within
Build a company culture which includes fair treatment to everyone	Develop a company recognition and rewards scheme
Create a positive work environment where employees are engaged, supported and acknowledged for their contribution and successes	Implement policies and programs that cultivate happiness at work
Empower the employees to take responsibility and make decisions	Develop tools to manage talent, recognise and reward employees and measure the culture of organisation
Employees are provided training and support on any new or changed company policies/initiatives	Review organisation’s culture from time to time to gauge the commitment from management and employees
Process for receiving staff feedback in regards to work environment changes	Keep abreast with emerging technology

Create an environment where new ideas are encouraged	A company policy which encourages recruitment of older worker and values their input
Give employees the tools and freedom to make a difference in the company	A company process to ensure managers are trained and skilled in managing people and performance
Coaching and mentoring program	Ensure employee's first day consists of some meaningful mentoring and networking and opportunity to work on a task that fits in with the role's job description.

Below are a few initiatives that can be looked at when forming your organisation's Employee Benefits. Each organisation has boundaries and guidelines that need to be addressed and these need to be considered when putting together the organisation's package of employee benefits.

- ❖ Graduate program which includes opportunities for Scholarships
- ❖ Promote traineeships, cadetships and work experience programs
- ❖ Phased retirement options
- ❖ Allowance for employees to take leave entitlements in small chunks to assist with personal events eg: childcare pick up
- ❖ Allowance for employees to attend development events internally and externally
- ❖ Assistance with Industry membership funding
- ❖ Access to Employee Assistance Program
- ❖ Flexible start and finish work times
- ❖ Free coffee machine
- ❖ Offering a spotters payment to existing staff who recommend a successful applicant
- ❖ Study leave and financial assistance is available
- ❖ Option to cash in leave entitlements
- ❖ Subsidised and/or assistance with a fitness program
- ❖ Health benefits like – free annual flu vaccinations, massage at workstation
- ❖ Ergonomic assessments
- ❖ Provision of fresh fruit
- ❖ Casual dress day
- ❖ Flexibility with work hours
- ❖ Relocation assistance for staff relocating from distances away
- ❖ Assistance with emergency housing for people relocating. This can be in form of a subsidised payment for rent within a nominated time period.

Best Practices on Attraction and Retention

Prior to 2010, Cairns Regional Council conducted a staff feedback campaign. From that survey several factors were identified and subsequently a whole range of strategies were developed and then implemented to Attract and Retain Skilled Employees. One outcome that rose to the surface was the need for the Council to become an "Employer of Choice". A checklist was produced that would assist with becoming an "Employer of Choice". Areas of concentration were:

Recruitment Selection
Promotion
Organisation and Staff Development

In conclusion Cairns Regional Council discovered that their workforce wanted to be valued and respected, provided with flexible working conditions and given opportunities for learning and development. The Council realised that undertaking workforce analysis, developing strategies and measuring outcomes are just as important as other local government business priorities - for without great people they could not deliver great outcomes for their communities.

Note: information above and references relate to presentation given by former CEO Cairns Regional Council at LGMA Annual Conference 2010.

In 2008 City of Vincent identified that to become an "Employer of Choice" and be competitive in attracting and retaining professional employees well developed strategies needed to be implemented. A few of the areas they addressed were:

Employer of Choice - Benefits	
Providing Equal Employment Opportunities	Training Professional Development
Commitment to Life Balance	Health and Well Being
Safe Working Environment	Attraction and Retention Allowance

Within each area several benefits and initiatives were introduced to engage and retain valued employees. Below is a summary:

Employee Benefits: free employee assistance program, 1 flexi day per month, free annual vaccinations (flu HEP A&B, whooping cough) employee recognition awards (annual and monthly), development opportunities, free on-site parking, service recognition (5,10,15 and 20 years).

Equal Employment Opportunities: fair practice in workplace, employment and promotion is based on a person's merit, workplace is efficient and free of harassment and discrimination

Training and Professional Development: process for encouraging employee development that makes optimum use of employees' demonstrated skills, attitudes and aspirations for careerpath

Life Balance and Health/Well Being: option of taking annual leave in single days, subsidised membership at Beatty Park Leisure Centre, trialling fresh fruit on Mondays, at desk massage, annual skin cancer screenings and health assessments and a host of other wellbeing initiatives

Safe Working Environment: constantly reviewing work practices to minimise risk to employees, contractors and members of the public

Attraction/Retention Allowance: may be given to senior management on council approval

Note: information above and references refer to the City of Vincent Attraction & Retention Strategies

In 2006 the City of Kalgoorlie-Boulder acknowledged the high level of staff turnover and at that point the management made a conscious decision to address the retention rate. The main issues facing the City of Kalgoorlie-Boulder were:

- ✓ Staff turnover around 35% - same time industry average around 20%
- ✓ Balance of staff were stressed and burnout
- ✓ Customer service levels were being affected
- ✓ Looked at best practices happening in other Council's to learn from

A range of strategies were selected and implemented over a period of time, addressing areas covering:

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| Remuneration- conditions and salaries | Organisational Development- professional development and training |
| Youth- creating traineeships and cadetships | Retention of ageing workforce- engage the older workers |
| Employer of Choice -create a work environment where people want to work for many reasons | |

In 2008 staff turnover had dropped and results from the review of the strategies implemented showed:

Traineeships numbers were approx.12 p.a. Areas of study and work were varied and across the whole City	Cadetships were being offered for Diploma and Bachelor levels
Employees on 457 visas were employed at appropriate times	Staff climate surveys were introduced to seek feedback and review of changes
Around 20% of workforce was older workers. Incentives of additional super contributions, annual leave increase and option of 2 weeks payout of sick leave every year were winners.	

Other benefits offered included membership to Council Leisure Centre, Oasis, after probation period: salary continuance policy was introduced: salary increase to levels of management.

In 2011 another round of initiatives were introduced recognising the need to retain valuable employees. An after school crèche was built to assist with child minding activities along with school holiday programs. The employee uniform allowance was increased and also a professional development allowance.

In summary the Council's turnover percentage dropped significantly and stabilised.

The lessons learnt:

- ✓ it's not all about the money
- ✓ there were different drivers for different staff
- ✓ organisation culture and personalities were a challenge to change but worth addressing
- ✓ traineeships were worth exploring and implementing

Note: information above and references relate to presentation given by CEO of City of Kalgoorlie-Boulder at LGMA Annual State Conference 2013.