



Managing your people

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26 October 2011

Agenda

- An overview of HR accountabilities
- Staff recruitment and retention
- Development
- Occupational resilience and balance
- Generational Differences – myth or reality
- Change leadership

HR Accountabilities

A safe and healthy workplace



A good employer



Quality of Hire



Meaningful work



Equitable remuneration



Learning and development



12 things that matter most?



A Good Employer:

Sections 77a of the State Sector Act 1988

The fair and proper treatment of employees in all aspects of their employment, including provisions requiring:

- Good and safe working conditions;
- An equal employment opportunities programme;
- The impartial selection of suitably qualified persons for appointment;
- Opportunities for the enhancement of the abilities of individual employees;
- Recognition of the aims and aspirations, and cultural differences, of ethnic or minority groups;
- Recognition of the employment requirements of women; and
- Recognition of the employment requirements of persons with disabilities

Staff recruitment

- **Recruitment**
 - Brand and outreach
 - Media
- **Selection**
 - Fundamentally about predicting performance against defined criteria:
 - Select for the things that are hard to train
 - The best predictor of future performance is past performance
 - Seek specific examples of the desired capabilities

Retention

What keeps people engaged?

- A vision or higher purpose
- Learning and development
- Leaders who recognise the effort people are putting in
- Alignment between individual goals and organisational success
- The investment of passion and focus from employees is rewarded
- The benefit of staying is higher than the cost of leaving
- Employees know how to increase the value of their contribution;

What threatens engagement?

- lack of acknowledgment,
- inequities (real or perceived) in remuneration,
- lack of purpose or vision,
- insufficient opportunities for development,
- management by activity rather than outcome,
- a mismatch of expectations through lousy or no orientation,
- poor work/lifestyle balance leading to burnout
- little or no change in their day to day work
- attractors offering lucrative and creative non financial benefits, and
- employers not moving aggressively into new technologies

Development

- Training without learning and learning without training
- Needs assessed
- Well designed
- Blended solutions
- Validated

Resilience: What is stress?

Let's start with what it's not:

- Events
- Other people's actions
- Performance standards

In fact, we have a lot to do with our stress...

We experience stress when we perceive a demand may exceed our ability to meet that demand and where we think the consequences are important

Coping Strategies

Healthy coping strategies

- Exercise
- Relaxation techniques
- Doing a little well is better than a lot poorly
- Self managing – treats and rewards

Unhealthy coping strategies

- Substance abuse
- Overeating
- Total absorption in work
- Projecting frustration on others

Personal Resilience

- Learn your stressors
- Be assertive, rather than aggressive
- Manage your time
- Maximise opportunities for sleep
- Exercise as and when you can
- Eat a well-balanced diet - portions consistent with your action
- Avoid excessive use of alcohol, caffeine and nicotine
- Know and practice your philosophical/spiritual approach to life
- Plan your down time constructively and productively
- Learn the value of relaxation and meditation
- The more healthy, fit and well you are, the more resilient you will be against all types of distress

Generations

- **The Hype:** Millennials are the vanguard of the human race and they are multi-tasking, social media-using, cell phone-addicted mutants whose peculiarities and special needs we will ignore at our peril. If we somehow fail to provide them with instant response, multimedia-enabled, nano-attention-span, group-validated inputs they will all crash and burn, taking our enterprises down with them.
- **The Caution:** This often overcooked fascination and anecdote about generational differences comes largely from the United States. Enthusiasts of generational demarcation will be relieved to know that there are some differences, however recent New Zealand research cautions us that there is much in common and universal across the generations when it comes to the core determinants of discretionary effort and engagement.

Managing Change: What part of the status quo is under threat?

1. Why are we doing this?
2. What's in it for me?
3. What do I do differently on Monday?
4. What will not change?
5. What might go wrong?
6. What will be difficult and what will hurt?
7. How will we know we are moving forward?

***He aha te mea nui?
He tangata, he tangata, he
tangata.***

Ask me what is most important?

**It is people,
It is people,
It is people.**