



Welcome to the second edition of RossNews. We hope you enjoyed last month's inaugural edition, which judging from the feedback was well received. As we strive to produce a Newsletter that adds real value, we understand it needs to address the topics that are important and of interest to you, our business partners. As such if there are topics you would like to hear more about, we would love to hear from you.

We'll endeavour to cover as many topics as possible in upcoming editions so please don't hesitate to email us at [marketing@rosshumandirections.com](mailto:marketing@rosshumandirections.com).

Happy Reading!

## economic update

by Chris McFadden, CFO

Most recent economic data point to a continued strengthening in the business environment with trading conditions, profitability and employment all improving since early 2006, resulting in business confidence continuing to build on gains experienced since late 2005. In general terms, domestic activity has regained significant momentum, however export performance remains disappointing. Whilst employment conditions have strengthened, labour demand is exhibiting more mixed trends, with some deterioration in transport and retail, whilst business services demand was far more positive. State trends were also varied, with WA quite buoyant and SA reporting the weakest labour market conditions in March.

Cost and price pressures have increased and this combined with high levels of capacity utilisation, a relatively tight labour market and a lower \$A, mean the underlying inflation rate is likely to approach 3% (previously 2.75%) during 2006. As a consequence, it is considered more likely that the RBA will look for a moderate increase in cash rates in the middle of the year. Economic growth prospects look stronger, with NAB raising its previous 2.75% GDP forecast for 2006 to 3% and also lifting the 2007 forecast by half a percent to 3.5%.

## training tips

by Mary Strain, National Training Manager

Workplace training is beneficial to an organisation for many reasons. In our Training Tips section we provide you with an array of ways to ensure your training is effective and appropriate for the audience.

We believe that by following these tips you will find that your employees are able to work smarter, become better team players, improve their basic and job-specific skills, become more responsive, flexible, and better able to take on new responsibilities. With enhanced skills comes a greater capacity to adapt to change, to learn at work and to respond to competitive challenges. As a result, employees gain rewards and recognition from their employers in the form of better pay, promotion, job security and career opportunities.

### Objectives

It is crucial that a trainer knows the objectives of their training session. It is just as important that learners know the 'whole picture' at the beginning of any presentation.

“How do I achieve these objectives?”

- Identify what you as a trainer want to achieve from the session
- Identify what you want the learners to gain from the session
- Set clear objectives - write them down for the visual learners
- Explain how you are going to achieve these objectives; run through the plan/session outline
- The purpose of the training will be either:
  - To inform (provide information)
  - To persuade (inspire action)

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- your personal coach
- business bulletin
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If you require any further information on the articles in this issue, please email the Marketing Department, [marketing@rosshumandirections.com](mailto:marketing@rosshumandirections.com)

## legal briefs

by Greg Coolahan, Commercial & Legal Director

### Question

**My organisation uses the services of both Temporary and Contractor workers, what are my responsibilities in relation to their Occupational Health and Safety (OH&S)?**

### Response

The responsibility for the workplace has traditionally been totally within the bounds of the person who controls the workplace, i.e. the Client. However, through the employment of expert Contractors and the specific requirements in contracts, some organisations have attempted to increase the distance between their OH&S liability and contract labour. Over the years this has led to a range of decisions from occasions where the Recruitment Company has assumed almost total responsibility for any incidents to their employees on the client site to the Client being fully responsible. More recently the Industrial Courts have been very firm in maintaining that whilst the ultimate responsibility for the OH&S of the site remains with the Client, that the Client can rely on to some extent on the expertise of Contractors, but will maintain the responsibility to overview.

Most States have legislated against people trying to contract out of their responsibility for OH&S. There have been more and more fines determined against both the Contractor specialist and the Client in relation to any damage or any breach of the Occupational Health and Safety Act that has resulted in an injury to a worker.

If you have a legal question for Greg Coolahan via RossNews, email him at [greg.coolahan@rosshumandirections.com](mailto:greg.coolahan@rosshumandirections.com)

*The information discussed here is a general explanation of the law, and is not intended to serve as legal advice. Readers requiring specific legal advice regarding a particular situation should consult an appropriately qualified lawyer.*

# → spotlight on Ross Calibre

Ross Calibre is the specialist/professional recruitment division within Ross, providing recruitment and related services to clients and candidates within the following fields:

- Banking and Financial Services
- Sales and Marketing
- Technical
- Operations
- Engineering
- Accounting & Finance (Professional & Commerce)
- Human Resources
- Logistics/Supply Chain/Distribution
- Legal
- Telecommunications

Ross Calibre's core services in Permanent Recruitment are advertised and non-advertised search and selection whereby a detailed position and person specification is developed and then applying a selection of different sourcing methodologies, appropriate candidates are assessed and recommended based on their performance during a multi-stage evaluation process. Ross Calibre also provides extensive Interim Management solutions, sourcing Contract professionals/specialists to fill gaps, undertake projects and create flexible teams for assignments which range in length from one week to one month to ongoing. A number of clients have had Calibre Contractors on site for over 3 years.

Roles typically range from junior specialist roles through to Senior Management. Ross Calibre consultants either have in-depth experience in recruitment or have expertise and knowledge within their chosen field of specialisation. This ensures they have intimate knowledge of their marketplaces, are able to add considerable value to clients in terms of advice and outcomes, and gives candidates the best possible chance of sourcing their ideal role.

Ross Calibre's market position is demonstrated by the high number of prestigious blue-chip corporate and government supply relationships it holds, and in many cases Ross Calibre is the No. 1 supplier by value and quality. As part of the Group's broader expansion strategy discussed in the last edition of RossNews, Ross Calibre will soon be expanding their operations in the Perth and Adelaide markets and are looking forward to working with clients in those cities in the near future as well as continuing their relationships with clients in Sydney, Melbourne, Brisbane and Canberra.

## → your personal coach

by Scott Cowans, GM, Ross Logic

IBM's Lou Gerstner was a phenomenally successful CEO, growing the share price almost 1000% over eight years. In his best-selling book *Who Says Elephants Can't Dance?* Lou explained how he achieved this result. Lou's key belief is that if you acquire a deep understanding of your customers' needs, your competitive environment and your economic realities, then develop specific strategies that translate into daily execution, you'll succeed. Lou gives some strong warnings around this seemingly simple advice:

- **Perform proper analysis** - ensure you're collecting the right data and interpreting it the right way. For example, instead of just knowing your competitors costs you must understand their entire cost structure and where competitive advantage exists.
- **Analysis must be objective.** Too often people set unachievable targets. Your competitor and customer data will give you a realistic forecast of how many products you can sell and at what price. This gives you a very realistic answer as to what target is achievable.
- **Review your progress against the target monthly**, so you can ensure the right things are happening and make changes before it's too late. Says Lou: "people rarely do what you expect, but they always do what you inspect".

Most importantly, Lou emphasises a **complete cultural focus** on achieving your target. Every action every employee takes must move you closer to your target. It's therefore critical that every message from management - from the things managers say to the remuneration packages and day-to-day tasks staff complete - are all aligned.

## → business bulletin

by Susan McDonald & Jenny Baxter\*

For many years the traditional approach to recruitment and selection has been to short-list candidates based solely on their CV, then perform an unstructured and off-the-cuff interview followed up by reference checking. Over the past 10 years though, organisations have been increasing their use of intelligence testing and are standardising processes and basing them on job-related competencies. Ross' specialist Consulting and People, Performance & Development division, Ross Navigate, offers a range of tools that can be used to support and supplement the traditional components of recruitment and selection, such as:

- work sample testing
- cognitive (intelligence) tests
- assessment centres
- personality tests

These processes are suitable for organisations where identifying and selecting the higher performers has a distinct and compounding payback to the organisation. The cognitive test in particular will enable the organisation to gain valuable insight into the future potential of a candidate and their current ability. To ensure that you are keeping your competitiveness exploring these alternative methods is a must. For further information on the best methods to gain optimal results with your recruitment processes please contact **James Darling**, Ross Navigate - People, Performance and Development at [james.darling@rossnavigate.com](mailto:james.darling@rossnavigate.com)

\*Taking the mystery out of selection - past, present and future, the Association Executive, Summer 2006.

# → frequent traveller

Jane Beaumont, MD,  
Recruitment Solutions

## Favourite City:

Florence

## Best Meal:

In a tiny lakeside resort in France (near the Swiss border), accompanied by wonderful Chateau de Rothschild smooth red wine. A very close second is Lausanne, Switzerland where they specialise in 6 course meals, each course an absolute delight! This was just too long ago to remember the restaurant.

## Favourite Travel Experience:

Six years ago after a busy international trip I sneaked four days with my husband between France and Switzerland, away from any major cities or main tourist spots, relaxing and "living" in a getaway small resort designed for the busy executive taking time out. A combination of pampering, fine foods and fine wines and exercise all lead to a truly delightful experience shared with several close friends.

## Funniest Travel Moment:

Of course we females always like to feel glamorous at all times and this is one of those times when this all went out the window! Laughable now and not at the time, I was walking into a particularly stylish hotel lobby, and managed to trip on a step and make a grand entrance flat on my face across the lobby along with bags and shoes flying. Embarrassing.... but they certainly looked after me whilst there and knew who I was!

## Favourite Int'l Hotel:

A hotel called Queens Landing in a little town called Niagara on Lake Ontario, Canada. This is just a stunning location and is a gorgeous hotel where they really pamper you. It's quiet, luxurious, the food is wonderful and having stayed there twice I can say it is a special place. The township, for those who haven't been there, is quite something.

## Don't leave home without...

Adaptors; something warm just in case; flat comfy shoes; a stack of books for the plane (unless its a work trip and then yes, its work as well); sunblock if its a sunny location and the list of the Harley Davison hiring spots so we can hire a road-king or something similar and get out and blast a few cobwebs away (Underneath there is some rebel in me!)

## Music to travel with:

Actually I am a reader and don't really take a lot of music. I would have to say someone like David Gray or the opposite end and then it's the Rolling Stones (to keep me awake!)

## Where to next?

We are tossing up between South America (including Machu Picchu) and The Inside Passage. Think both have to wait till next year though!