



Welcome to the June edition of RossNews. This edition of RossNews provides you with current and topical information including a Gen Y report and recruitment market update. I welcome your feedback and the comments I receive are actioned to ensure that RossNews provides you with the information you need.

Please feel free to email your comments to us at [marketing@rosshumandirections.com](mailto:marketing@rosshumandirections.com).

*Julia Ross*

## in this issue

- recruitment market update
- training tips
- macro economic update
- your personal coach
- spotlight on christine shewry
- thriving (and surviving) with Gen Y

If you require any further information on the articles in this issue, email the Marketing Dept, [marketing@rosshumandirections.com](mailto:marketing@rosshumandirections.com)

## → recruitment market update

Today's recruitment services environment offers client organisations a wide variety of Service Delivery Models from which to choose the optimal solution to your particular business's needs. Whilst there are many variations, the most popular models include: ad hoc relationship, preferred supplier panel, managing vendor, managing agent, master vendor, HR outsource, and sole supplier.

The ad hoc relationship offers maximum flexibility to the client in terms of access to any number of recruitment providers at any time. This can have candidate-access benefits in a high employment market cycle such as that which is evident in many countries around the world presently because it can sometimes be the case that having more recruiters working for you on a brief may mean that a wider selection of candidates is identified. The ad-hoc model also means that each individual hiring manager in your organisation can choose to work with the recruiters in whom he or she has the greatest confidence. However on the downside, it reduces the price and service negotiating power of the client because their buying power is split across so many providers. It also means that service delivery is difficult to monitor and can be very inconsistent across different providers.

Preferred Supplier Panels are popular because they retain a sound element of choice in suppliers for hiring managers, whilst gaining pricing advantages for client organisations due to volume guarantees for recruitment providers. They also offer the opportunity to implement quality controls and service level agreements. Models such as Managing Vendor, Managing Agent, Master Vendor and HR outsource are all Vendor-on-Premises models that are appropriate to large organisations with high workforce numbers and extensive recruitment needs. We will discuss these models in more detail in future editions. The Sole Supplier model can offer considerable advantages to organisations who wish to achieve optimal price benefits and service outcomes at whatever your volume of usage may be. If a client organisation is prepared to commit to an exclusive arrangement with one provider, the client will always be able to negotiate price and service outcomes that are superior to those available without that commitment.

## → training tips by Ric Wilson, Business Development 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.

### “Talks Too Much?”

When one team member dominates a discussion, all other participants hold back their ideas, which ultimately leads to team members becoming bored. Instead of coming up with solutions that incorporate a wealth of diverse opinions, the team ends up with a mediocre decision influenced by one member. Here are some suggestions for dealing with participants who talk too much:

- avoid discouraging the excessive talker. Instead, encourage other team members to participate more;
- go around the group, giving each participant an opportunity to speak;
- divide the group into pairs for preliminary sharing of ideas. Then ask each pair to give a summary report of their discussion;
- impose air time limits on participants;
- interrupt the excessive speaker with a question directed to someone else;
- acknowledge the comment and involve others: "Al, that was an interesting insight. Barbara, what are your views on this issue?";
- before the meeting or during a break, enlist the help of the excessive talker in encouraging the silent participants to open up, and
- at the start of the meeting, establish equal participation by all members as a team goal. Encourage the participants to help monitor and manage personal participation.

For more information on how training can be beneficial to your organisation, please email us at [marketing@rosshumandirections.com](mailto:marketing@rosshumandirections.com).

## → macro economic update

by Chris McFadden, CFO

The continued boom in the world economy shows no signs of letting up, with growth expected to remain at recent levels between 4.75% and 5% for the next two years, which is well above the long-term trend of around 3.75%. In this regard, the world economy is enjoying its longest run of >4% growth since the early 1970s.

This growth is becoming increasingly broad based with improving economic fortunes in Japan and Europe, building on continued solid outcomes in the United States, and the rapid growth of China. The one grey cloud on the horizon is the prospect of below trend growth in the US in 2007 as the housing boom in that market deflates. Oil prices are at record nominal, and near record real, levels and official interest rates are rising, or being anticipated to do so, in most major economies.

Closer to home, Australia is currently experiencing its longest run of continuous economic growth, which is now into its 15th year, and following a stimulatory federal budget business confidence levels are at long term highs.

It is often said that change is the one constant, along with taxes. As organisations evaluate how to improve business performance by utilising the increased flexibility available under the new WorkChoices legislation, it is also a good time to review the importance of managing the change process. Team members who experience poorly managed change often end up pessimistic and angry, and perhaps more importantly are overly negative and suspicious of future change attempts.

There have been many books and full day seminars on how to manage change successfully, however I have listed below what I have found to be key consistent components of a successful change program:

- sense of urgency or removal of complacency - this may require the presence or creation of a crisis which could be financial or competitive;
- a well articulated vision with milestones of the journey ahead;
- an empowered team to champion and drive the process;
- regular clear communication that recognises progress; and arguably the most important,
- walking the talk.

While rigorous attention to each of these steps will not guarantee successful change programs, neglecting any one of them will almost certainly increase the chances of failure.

To paraphrase and buttress the notions put forward by Jim Collins in his books "Built to Last" and "Good to Great" successful companies not only get the bus going in the right direction with everybody onboard, they also have the right people in the right seats.

## → thriving (and surviving) with Gen Y

Ross surveyed senior HR and operational executives to provide insight into how organisations are acknowledging, understanding and managing the expectations of the youngest generation in the workforce. Over 58 per cent of organisations in Australia have experienced a shift in employer/employee expectations amongst its younger workforce. However, of those organisations that identified a shift in the expectations of employers and their Generation Y employees, only 21 per cent believe they are managing this shift successfully. Generation Y is the 4.5 million Australians born between 1978 and 1994.

The survey, which was completed by senior HR and operational executives from some 65 organisations across a range of industries, also found that a third (32 per cent) of organisations believe there is tension between managers and Generation Y employees. Of the organisations surveyed some 12 per cent of respondents claim their leaders just can't understand the work ethic of the younger generation while another 20 per cent believe the expectations of managers and younger employees do not reconcile, leading to frustration for both groups.

Julia Ross, Group Managing Director, Ross Human Directions said, "This survey demonstrates that organisations are beginning to acknowledge the values, beliefs and expectations of Generation Y employees. However, it also brings to light the fact that many organisations are not quite sure how to attract, retain and manage Generation Y or what the impact might be on their business.

"With a large number of Generation Y yet to enter the workforce, organisations need to address how they manage Generation Y while harnessing the potential of this creative, innovative and inspired generation," concluded Ross.

Peter Sheahan, a talent specialist and Generation Y expert said, "Generation Y employees are fast becoming the ambassadors of organisations' brands and reputation. With soaring attrition rates, and Australia's aging workforce, there has never been a more crucial time to engage this generation. 'Thriving (and surviving) with Generation Y in the workforce' reveals that while some organisations are beginning to adapt to meet the needs of Generation Y, many have a long way to go."

## → snapshot of Gen Y results

- Of the 58 per cent of respondents who acknowledged a shift in employer/employee expectations amongst its younger workforce, 50 per cent said that they had noticed a shift, which may be affecting them but are yet to understand its impact. Another 29 per cent felt that there has been a significant shift in people's expectations which needed to be seriously addressed.
- Generation Y employees rate personal development (80 per cent), career progression (79 per cent) and remuneration and benefits (81 per cent) above things such as stability and security (49 per cent) in their jobs, according to the survey's respondents. This is in stark contrast to baby boomers (born between 1950-1964) who rank stability and security at 87 per cent in importance, while career progression and personal development flounder at 36 and 37 per cent respectively.
- More than 50 per cent of respondents said they had modified their recruitment and selection processes (51 per cent) as well as their reward and recognition programs (51 per cent) to better cater for Generation Y, while 49 per cent of respondents stated they had made changes in employee training.

Ross Navigate - our Human Capital Consulting, Training and People, Performance and Development division - can assist your organisation with Gen Y planning and management strategies. If you would like more information, please contact [marketing@rosshumandirections.com](mailto:marketing@rosshumandirections.com).

### Christine Shewry

#### Global MD, Julia Ross hot!

I joined Ross Human Directions early this year to take on the role of Global Managing Director, Julia Ross hot! with the intention of growing the Julia Ross hot! brand globally. Bringing a wealth of knowledge through industry experience, it is my aim to position the company as the recruitment industry market leader.

Born in London, my education and early career were based in the UK. My 30+ years in recruitment began as a consultant with Alfred Marks Bureau (AMB). Following the acquisition of AMB by Adia (Adecco) I opened Adia's Head Office Branch in Regent St London. On leaving Adia, in partnership with a colleague, I opened an independent recruitment company, which over 10 years, grew to 7 branches across London. This company was later sold to Corporate Services Group, the UK's largest independent recruitment company, where I accepted the role of Divisional Managing Director.

I held this position for 4 years before being head hunted by Morgan & Banks and invited to Australia to take up the role of CEO of two newly created divisions. In 2000, following the merger of Morgan & Banks with TMP (Hudson) I was posted to New York as Senior Vice President Global Operations. During the last 2 years I fulfilled the role of CEO with Adecco Australia before joining Ross Human Directions.

As Global Managing Director, Julia Ross hot! my role encompasses all aspects of the brand internationally. My aim is that Ross Human Directions, through exhaustive personal service, 'above and beyond' total solutions delivery, market leader product development and world-class account management will position itself as the Recruitment Industry market leader. Clients and candidates will experience constant and ongoing improvement in every aspect of their interaction with Ross Human Directions.

I am committed to achieving this with a team that is the best trained, most fulfilled, career supported and committed of any recruitment industry group... be it Australia, New Zealand, U.K, Ireland, Singapore, China, or any other location Ross Human Directions chooses to conquer!