



HR MASHUP

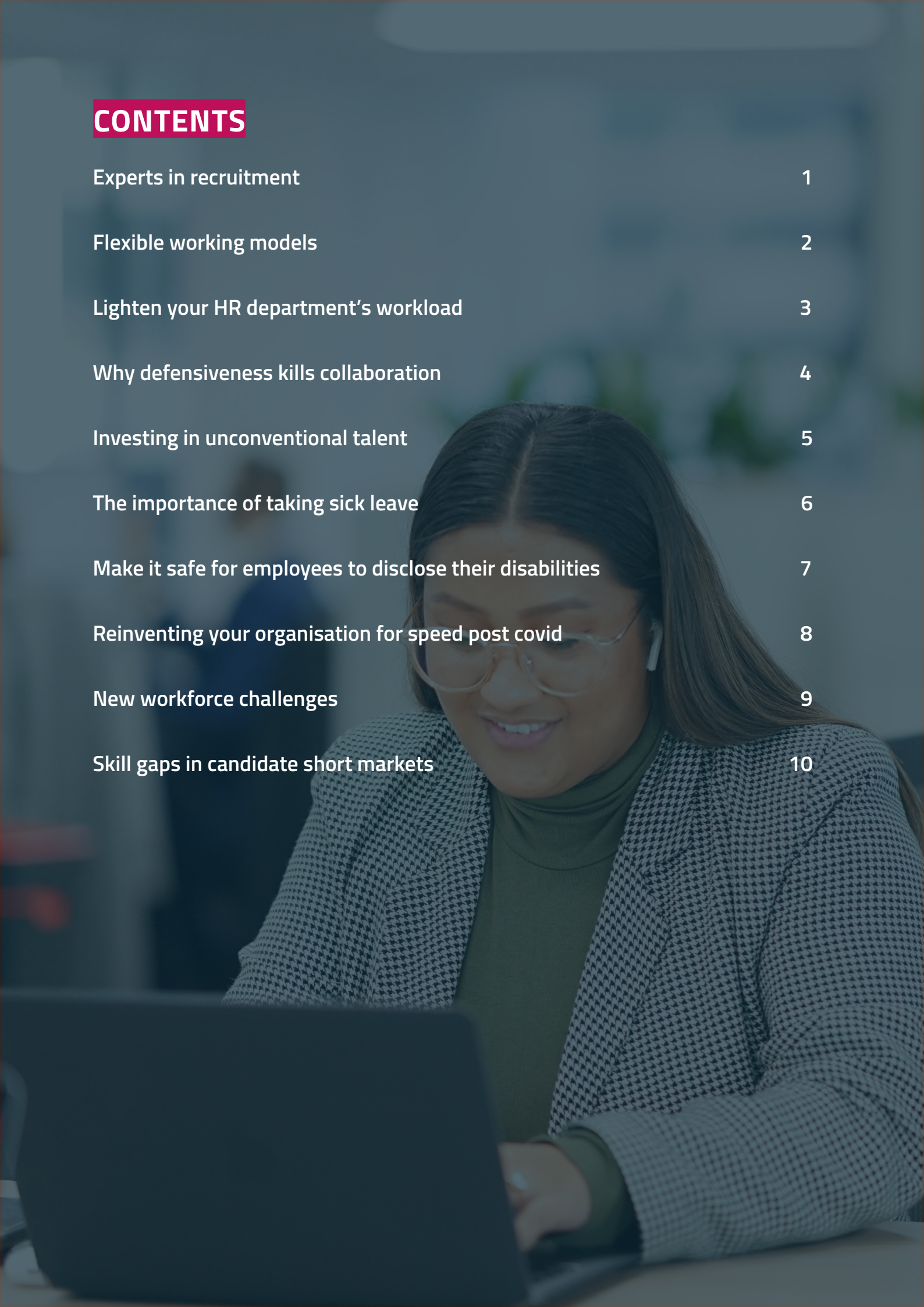
2022 WORKFORCE TRENDS

people  people

PROG
RECRUITMENT

CONTENTS

Experts in recruitment	1
Flexible working models	2
Lighten your HR department's workload	3
Why defensiveness kills collaboration	4
Investing in unconventional talent	5
The importance of taking sick leave	6
Make it safe for employees to disclose their disabilities	7
Reinventing your organisation for speed post covid	8
New workforce challenges	9
Skill gaps in candidate short markets	10



EXPERTS IN RECRUITMENT

2021 EMPLOYMENT REPORT

In early 2021, people2people and Frog Recruitment interviewed business leaders and jobseekers to understand their experience of the current market. Both qualitative and quantitative, the survey involved:

- 700 senior managers representing over 400,000 employees.
- 1,200 jobseekers across both countries.

Started with the hit

Find out the new ways of working, new challenges, increased workload, mental health management, leading a flexible workforce and much more.

Skill shortages

Identify where the skill shortages are in your organization to adapt your recruitment plans for the end of 2020 and 2021.

New strategies

Benchmark your company's COVID-19 response to hundreds of teams across Australia and New Zealand.

2022 Employment Report

To request your copy and the updated salary and employment information included in the 2022 Employment Report when it is released, visit our www.people2people.com.au for the latest news.

To get your copy of the 2021 Report visit our website www.people2people.com.au/2021-covid-workforce-report

WEBINARS

In 2020, the people2people group started the talent and leadership webinar series to support organisations as well as business leaders and professionals to approach an unprecedented work environment by collaborating with Australian and New Zealand experts and providing forward-thinking business ideas, including:

- How to develop a growth mindset?
- Positive change leadership: a 4 step model for today's leader
- How to overcome resistance to change?
- How to effectively prepare for job interviews

To check all of them, visit our website www.people2people.com.au/leadership-and-talent-webinars

FLEXIBLE WORKING MODELS

RIGIDITY VERSUS FLEXIBILITY

In 2021, over 95% of organisations are offering flexible working options to their employees. In a candidate-short market where candidate hesitancy is also at its peak, organisations must provide competitive employee benefits to not only make the business more attractive to jobseekers and quicken the recruitment process, but also to reduce staff turnover.

However, not all flexible working options are equal in value. Company culture and organisational structure also play significant roles in determining the value to a potential employee.

THE SPECTRUM

This isn't a binary model where companies either tick the rigid or the agile box. Encompassing both rigid and agile environments, organisations fluctuate between these two extremes based on a range of factors.

RIGID

Hierarchical
Siloed business units
Top down decision making
Not enough tech investments
Lack of trust
Cybersecurity issues
Impact on career progression

AGILE

Flattened org. structure
Strong collaboration tools
Flexible decision making
Fit-for-purpose technology
Customised leadership style
Cybersecurity issues
Definition of success

Flexible working options only work if there is buy-in from the management team. If a company culture conveys the idea flexible working has a negative impact on career progressions, it will drastically reduce its use amongst teams. While it could be tempting to always aim for the more agile model, employee perks must fit the employee's position, the company culture, the business' characteristics and the industry.

There's no one-size-fits-all model. However, the closer an organisation gets towards the rigid model, the less attractive flexible working options get. Before implementing any of the flexible working options below, organisations need to ensure they will work for the four stakeholders involved - the employee, the team, the customer and the business as a whole.

FLEXIBLE WORKING HOURS

Even though flexible hours are now common, most organisations only offer a form of a traditional 9-to-5 workday that might not fit an individual's productivity peak. Some employees might be keen to start late and take a short lunch break, or finish early and work two hours at night from home.

CONDENSED WORKWEEKS

A forty-hour week has many forms. Organisations could consider four, ten-hour day weeks to allow employees to work on their personal projects on the other week day. A three-day weekend can reduce burnout and stress while boosting productivity, employee motivation and happiness.

UNLIMITED ANNUAL LEAVE

The ultimate trust towards your employees. With clear expectations regarding performance and what's required from employees at work, and with HR policies covering the notice period to apply for longer leave, unlimited annual leave is one of the best ways to show gratitude and trust to hard working teams.

LIGHTEN YOUR HR DEPARTMENT'S WORKLOAD

START BY UPGRADING YOUR PAYROLL SOFTWARE

Investing in a digitised payroll system to save time and increase efficiency. Ensure you find payroll software that is flexible, scalable, easy to use, and compatible with your business industry.

Let's say your company has a payroll system set in place. Does the current payroll software accommodate modern workforce complexities? Ensure you upgrade your payroll system to keep up with the new ways of working.

MAKE THE HR DEPARTMENT PAPERLESS

Say goodbye to paper documents. You waste valuable time and money if your employees need to send out paper requests and print out forms.

When employees can make HR requests on their phones or computer through the internet, they become more self-sufficient. Your human resource team will, therefore, spend less time managing straightforward tasks. Ensure you invest in an excellent online system that allows every employee to find valuable information within seconds.

AUTOMATE EMPLOYEE ONBOARDING

One of the most critical roles of your HR department is ensuring new hires complete onboarding and training courses. None of your new employees can begin working until the HR department approves the entire process. However, it doesn't mean that your HR employees have to conduct all the legwork involved in the training and onboarding process.

Instead, ensure you implement a system that allows new hires to take ownership of the onboarding procedure. Let them view relevant material, schedule training, and complete assessments by themselves. Although your human resource personnel will have to avail themselves when needed, they will spend less energy and time in the training and onboarding process.

INVEST IN A DETAILED EMPLOYEE HANDBOOK

It will help to reduce your HR department workload by automating routine employee needs. An excellent way to achieve this is by investing in a searchable and detailed employee handbook that answers common policy questions.

Ensure it encompasses everything about employee-employer relationships to avoid the need of your employees to consult with the HR department on every minute issue. However, the handbook is bound to be rather long because it is comprehensive. Therefore, make it digital and searchable to make it easy to use for all employees.

DELIVER FEEDBACK MORE FREQUENTLY, BUT IN SMALL DOSES

Did you know that your employees — just like your customers — have become accustomed to instant gratification? What this means is that your staff expects constant employee feedback to show them where they stand. Therefore, it is time to create a scalable system that can take the pressure off your HR department without compromising performance.

An excellent way of achieving this is by delivering employee feedback more frequently but in small doses. Use non-synchronous and informal channels — including chat and email — to keep your employees in the loop. Doing this will save your HR department lots of time because your company won't need to schedule meeting for every feedback.

WHY DEFENSIVENESS KILLS COLLABORATION

We all know the feeling of being "on the hot seat" when someone questions or criticises our work. It makes us feel personally attacked, and we rush to take up defense – perhaps defending the work, our intentions or our core values – but more often lashing back at whomever offered the critique.

WHY DEFENSIVENESS IS HARMFUL

Defensiveness sabotages your ability to accurately assess and learn from situations. It causes you to focus on your response instead of what's happening around you. Defensiveness is based in a fear of feeling incompetent, inadequate or unlikable. A study published in the British Journal of Social Psychology found that people who are defensive are less likely to acknowledge the extent of a problem, their part in contributing to it, or their responsibility for fixing it.

Making matters worse, once a team member goes on the defense, they often respond aggressively by shifting blame or pointing out the inadequacy of others. This causes similar defensive behavior in co-workers, and the chain reaction continues to undermine the team.

HOW TO COMBAT DEFENSIVENESS IN THE WORKPLACE

Make individuals feel valued.

Because defensiveness comes from fear of feeling incompetent or excluded, team leaders can go on the offense by making coworkers feel respected, valued and included before they tackle issues or problems. Defensiveness is exacerbated when the team makes the wrong-doer feel like an outcast. It's reduced when people feel secure and supported as part of a group.

Don't dwell on the mistake.

There is a saying that if a feeling is strong, that's because it's yours. In other words, a strong reaction to someone else's words shows that it rings true for you. There's no need to rehash that. Instead, try to reconcile quickly and move on to solutions.

Find common ground.

One way to do this is to retreat to common ground. Some helpful phrases might be, "I know you are working hard ..." "I know you care a lot about this project" or "We all want ..." Say it even if it feels like a stretch. It will help remind everyone of your core values and mission, and let them know you aren't there to question their character, but to solve a problem.

Think forward, not backward.

Keep in mind that you are setting a precedent for the future. If someone who makes a mistake still feels valued and respected, they will own their future mistakes, admit them, and take responsibility for fixing them. And so will others in the group.

Start with yourself.

The same goes if someone criticises you. If you are open to feedback and use it to improve, people will follow your example. They also will be more willing to offer help and suggestions in the future. If instead you react negatively, deny everything and shift the blame to others, your teammates next time may stand aside and let you fail.

When you notice these signs in yourself or others, hit pause and take steps to counteract them. These might include taking a break to let everyone relax and refocus, keeping quiet and letting the other person freely share their thoughts before moving on, or asking a thoughtful question that focuses on a solution and lets the other person know you value their input.

When the battle has come to a truce, remember to anchor back to your common interests, goal or mission. This reminds everyone that they are an important part of the team, working together to achieve success.

INVESTING IN UNCONVENTIONAL TALENT

Diversity in organisations is linked to greater performance and innovation. Research has proven that more diverse companies tend to make higher profits than those with a more homogeneous task force.

BOOST YOUR PROFITS

Absolutely, a diverse task force renders a greater performance, is more innovative and brings larger revenue to its company. By becoming flexible in your hiring principles and criteria, you can eliminate biases around gender, disability, and age: you are equipped to build a diverse team.

Lack of diversity often leads to convergent thinking. A task force that shares similar experiences and training tends to agree and reach a consensus faster since they similarly perceive problems. The long-term impact is narrow thinking and products that haven't met their full potential.

For example, eliminating emphasis on the candidates from Ivy League Schools. Through this, you're able to recruit candidates from varied social classes and ethnicities with the proper skill set, only that they did not afford or do not historically attend such schools.

EXPAND YOUR TALENT POOL

If your hiring criteria seeks a highly specific candidate profile, then your hiring procedure could suffer both cost and time-wise. Every company seeks to hire a candidate that appears great on paper by meeting all the criteria. However, the same means that you are in competition with a host of other companies for the said 'perfect candidate.'

Thus, you might need to offer the 'ideal' candidate the highest salary offer to win them. Alternatively, you might need to begin the hiring procedure repeatedly, should they opt to go with another company's offer.

On the other hand, by crossing off unnecessary requirements such as a four-year college degree, you give room for more unconventional talents to apply: people that may lack these typical qualifications but have impeccable skills and drive needed to perform successfully.

CONNECT WITH CUSTOMERS OF EQUALLY DIVERSE BACKGROUNDS

Your customers are diverse: so should you. For instance, a chain restaurant can hire a marketer without a degree in marketing but with former industry experience in the same or different positions. Such a person is better positioned to relate to your customer base's pain points since they have the first-hand experience.

They are also more equipped to recommend an effective advertising campaign that is more likely to connect with your target market since they have been in the trenches.

GET FRESH BUSINESS IDEAS

The more diverse a team is, the more unexpected and unique ideas they will bring. Their key attribute is 'unexpected.' Employees with unconventional talents and backgrounds contribute to areas beyond their position's scope and can adopt multilateral approaches to situations. Unconventional talents offer solutions to problems that companies don't know existed, which essentially makes your business stand out in a market flooded with similar solutions.

THE IMPORTANCE OF TAKING SICK LEAVE

The rapid increase in remote working resulting from the COVID-19 pandemic is becoming a permanent feature for many companies. Unfortunately, now that people are working from home and given the current border restrictions, Kiwis and Aussies are not taking as much time off as they used to.

WORKING ILL AND NOT TAKING DAYS OFF HAVE A LONG TERM IMPACT ON EMPLOYEES' HEALTH AND MOTIVATION

Lower productivity

Organisations and employees might not be aware that the cost of taking sick leave is far lower than working while sick (presenteeism). In fact, studies found that productivity loss due to pain and depression was about three times greater than one resulting from the absence of an employee with these conditions.

The Problem Persists

According to research, an employee might continue to work while sick, but this causes anxiety, depression, and stress, increasing the need for taking sick leave later. This is only postponing the inevitable while adding more problems that a simple sick leave can solve.

It Affects Mental Health

Research reveals a knock on the psychological well-being of any employee who worked while sick in the last 90 days. Presenteeism also leads to irritability and difficulties in making decisions, which last for another two months. Additionally, a further research report that employees who work while sick are highly likely to suffer from depression two years later, even if they didn't show signs of this condition during their first measurement point.

HOW MANAGERS CAN INTERVENE

Working from home makes it more difficult for managers to note when an employee is ill. Considering the impact of not taking proper sick leave and vacation on mental and physical health, managers can implement the following tips to change the situation.

Broaden Sick-leave Policies

You can consider broadening your sick leave policies by including personal emergency days. It offers more privacy for your employees and allows several reasons for taking time off.

Bank on PTO

Paid-Time-Off (PTO) combining sick days, personal time, and vacation days can motivate employees to take sick leaves. Adhere to the legal requirements for this and also consider your employees' preferences.

Cultural Shift

Oversee policy changes so that your employees can comfortably take time off when they feel unwell. Managers should show more empathy when staff calls in sick. Besides, ensure to lead by example by taking sick leave when you are ill. Be transparent about this action to employees and let them know you will be offline.

Ensure Same Standards Across the Board

Ensure the same policies apply to all teams in the organization. For example, when you amend a policy or implement a different initiative, all departments should practice the same.

MAKE IT SAFE FOR EMPLOYEES TO DISCLOSE THEIR DISABILITIES

Creating a workplace that includes people with disabilities begins by recognising the number of employees living with disabilities. A survey held in 2017 by the Center for Talent Innovation showed that at least 30% of people working in white-collar live with disabilities. Among these, only 3.2% are comfortable enough to disclose their disabilities at their place of work. This means that even in your workplace, a significant number of your employees with disabilities, especially invisible disabilities like mental or neurological conditions, do not disclose them.

The decision to conceal such information is birthed by the fear of discrimination or the tendency to be seen as incapable of doing some work. It is essential to create a safe working space for employees to disclose their disabilities as an employer.

MAKE EMPLOYEES FEEL COMFORTABLE SHARING

Creating a discrimination-free working environment can go a long way in encouraging your employees to share about their disabilities. Most employees want to know that they will not be judged or discriminated against about their disabilities. As an employer, you can do this by opening up communication between you and your employees and building trust. Conversations between managers and employees on what could improve the workplace help build inclusion at work.

LEAD BY EXAMPLE

The most effective way of getting your employees to open up about their disabilities is by opening up about your own. Working under employers and managers who are willing to share their lived experiences of either disability, race, or gender identity often impacts the willingness of employees to disclose their own. It also makes the employees feel comfortable, included, and confident in who they are.

ORGANISE TRAINING ON INCLUSIVE PRACTICES

Organising training for your employees designed to steer awareness of inclusion and helping employees with disabilities to thrive and advance in their careers can go a long way in making employees comfortable to open up about their disabilities. Your employees can, for example receiving sign language training to ease communication with deaf employees or be taught how to handle colleagues with disabilities.

CREATE EMPLOYEE RESOURCE GROUPS THAT FOCUS ON DISABILITIES

A resource group for employees with disabilities can be an excellent way to help them network with each other. They can provide and receive support from their peers, enhance their career development, access professional networking, and increase their personal development at their place of work.

BROADCAST SUCCESS STORIES

Having a public face that serves as an example of a successful employee with a disability can help others disclose their disabilities. It can also give them the confidence to compete for management positions and promotions at their place of work.

PROMOTE ACCESS TO ACCOMMODATIONS

Provide accommodations for employees with disabilities to encourage them to disclose their disabilities. As a manager, you can, for example, restructure a job, permit modified working schedules or allow working remotely for people with disabilities. You can also provide an assistant for an employee with quadriplegia to help with clerical duties.

Employees who feel accepted for who they are and are comfortable asking for accommodations tend to be more productive and engaged, bringing success to the organization.

REINVENTING YOUR ORGANISATION FOR SPEED

POST COVID

When the Covid-19 pandemic hit, many companies had to change their ways of operation. With the pandemic came a sense of urgency that needed employees working in companies to step up to keep up with the situation. This, therefore, saw the rise of company heroes who brought forward their skills and helped companies adapt to the complex circumstances and move forward with speed and agility.

They pushed aside existing bureaucracies and tried to connect with the right people. This thus increased the speed of decision making, improved productivity by using data and technology in new ways and accelerated the scope of innovation.

However, with the Virus now almost being managed and people slowly getting back to the pre covid workplaces, owners and managers are left with one bone of contention: What happens after Covid 19 is over? Do they return to normalcy, or do they sustain new ways of working?

FLATTEN THE MATRIX ORGANIZATIONAL STRUCTURE

In the Pre-covid times, hierarchies and bureaucracies existed in most companies for what they called "the need to have informed and proper decisions." This involved several decision-makers sitting through meetings to approve or come up with a decision. During covid times, we saw this wasn't necessary. A small number of decision-makers and implementers could meet via video conference and still make sound decisions.

As a business owner or manager, you can suspend these slow-moving hierarchies and bureaucracies. You can also learn to delegate non-critical decisions to employees to enable top leaders to focus on more important decisions.

EMPOWER FRONT-LINE WORKERS

Tough times do not mean that leaders need to tighten control and micromanage everything. Instead, it means that they should give their front-line employees power to take on more responsibility for collaboration, action and execution. As a leader, you can invest in helping your front-line workers to up their game of performance by realigning incentives, recognizing and rewarding teams that execute decisions with speed and excellence and using targeted programs. This will equip them with the skill and mindset to solve problems fast instead of waiting to be directed.

EQUIP TOMORROW'S LEADERS TODAY

The Covid times exposed company heroes who rose and helped the company navigate through the tough times. CEOs were able to see who could lead the companies in the coming days. These involve the people who were able to make decisions and execute them rapidly, take on new challenges, persevere hard times and lead in the face of uncertainties. In most cases, these were not the bureaucratic leaders but two-to-three layers down employees. To maintain the organization's speed, managers and CEOs should train such people and equip them to take leadership positions.

BUILD SMALL EMPOWERED TEAMS

Small, focused cross-functional teams working towards a common goal are the most effective way to get work accomplished. As a leader, you can charge each team with a specific mission, empower each team to find its approach, then give them the freedom to work without micromanaging them.

Creating many small teams across an enterprise will enable the whole system to move faster and help your organization to maintain speed even in the post-covid times.

NEW WORKFORCE CHALLENGES

COMPENSATION STRATEGIES FOR REMOTE WORKERS

During 2020, organisations were forced to design new compensation strategies for remote workers. The three most common approaches were location-based schemes, equal salary schemes and a national pay scale model.

Location based scheme

Pay salaries founded on the cost of living in the employee's geographical location. The organisation will monitor the area from which workers log in to its internal system.

Thinking: Approach taken when jobs are competitive irrespective of the location.

Equal salary scheme

Pay the same salary levels no matter the employee's geographical location.

Thinking: Paying employees based on their location can be costly and can impact employees' motivation if the organisation is transparent salary-wise.

National pay scale

Set salary levels based on national medians, location independence, and consider 'extra premiums' (salary boosts) depending on prime cities and skills.

Thinking: Paying employees to be locally competitive and increase chances to recruit for harder to fill roles by rewarding strong skillsets.

LOCKDOWN HANGOVERS - WORKING MORE FOR LESS

46% of respondents said they are working more hours than they did pre-COVID

66% Among these 46%, 66% said they weren't being paid for those extra hours

Frog Recruitment's Managing Director Shannon Barlow says working longer for less is a hangover from the new way people had to learn to work during the lockdowns, and has "serious implications" for employees' mental health.

"Last year was extraordinary in many ways and while it could have been acceptable at that time to have your people work longer hours, this should not be the status quo. The main risk right now is that some employees have maintained these hours, and employers may not be aware of this, or worse, are taking for granted their overtime."

"The cost of losing an A player and bringing on a new hire costs more than time and money. It means lost productivity, training, integration issues and reduced efficiency. We estimate it to be around 3.5 times their salary. It's become essential to check in with your employees, ask them how they're tracking and the work hours they are keeping," she says.

Shannon recommends creating a 'roadmap' - a workforce plan that outlines what they need to get their workload back to regular service. Often work isn't about the number of hours put in, it's about what your expectations are of your team as a manager.

"We encourage transparency and honesty. For employers, acknowledge how much work has been put in and any roadblocks, as well as creating a plan with a clear timeline and steps for staff to get back to a normal workload. If this isn't realistic over time, look at investing in more resources to lessen the burden on the employee. This will make them feel appreciated and show them they are a priority for their employer."

SKILL GAPS IN CANDIDATE SHORT MARKETS

THE RISING IMPORTANCE OF TRANSFERRABLE SKILLS

Between the beginning and the end of 2021:

49% of employers expect a candidate shortage

44% of employers expect significant and/or specific skill gaps

In a market where candidates are scarce, it is essential to remain open and realistic when it comes to jobseekers' applications. It might be difficult to find the elusive 'unicorn' - the candidate who ticks all of the boxes. However there are many skills that remain relevant across many industries.

"When you can't find the right candidate, re-assessing the skills that are required, and those that can be taught on the job, can often be the right decision. For short- and long-term assignments and permanent positions, employers can harness the power of transferrable skills. This is particularly true for many employers who value culture fit over specific skills and experience," says Erin Devlin, Managing Director at our Victorian office.

Aside from transferrable skills, hiring a professional from a different industry provides many benefits - improved creativity, boosted productivity, happier teams, and a fresh mindset, ready to think outside the box.

"As a temporary solution, on-hire employees from diverse backgrounds are an amazing resource to support increased workloads and to bring new ideas to your business and teams. Temporary employees can also encourage knowledge sharing across your organisation, and help teams gain new skills and perspectives," adds Erin.

3 TRANSFERRABLE SKILLS IN ATHLETES

people2people's Infront Sports Consulting team supports professional athletes and coaches with career transition. Athletes bring a variety of transferrable skills and experience that can be incredibly valuable to the right employer. Those transferrable skills include:

Drive

Athletes work every day to meet high standards and overcome challenges. They take on feedback to improve performance and are constantly upskilling. Athletes often perform under pressure and constantly strive for excellence.

Teamwork

Athletes understand the importance of collaboration in professional sport. Listening and communication skills are vital when working in groups to achieve a common goal. Athletes are confident communicating with individuals from a variety of backgrounds.

Accountability

Through sport, athletes learn that individuals are responsible for their own results and outcomes. Reaching high levels of performance in sport requires excellent dedication to predefined goals and a strong work ethic.

GET INVOLVED WITH INFRONT SPORTS

As part of the people2people group, Infront Sports' mission is to ensure all professional athletes and coaches enjoy a sustainable career in-sport and post-sport. We've worked with more than 600 athletes and coaches, and hundreds of organisations over the past 11 years, and we exclusively manage work placements and internship programmes on behalf of the Australian Cricketers Association and Professional Footballers Australia.

If you would like to have an athlete on your team for work experience or more permanent opportunities, contact us at insights@people2people.com.au

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