

hr in focus

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myMicrosoft: HR Director Rose Clements gives us the big picture

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driving success & staying competitive

Rose Clements, HR Director Aust & NZ of Microsoft, gives insight into the Microsoft Employee Value Proposition known as *myMicrosoft*

There are five pillars to the Microsoft Employee Value Proposition (EVP), known as “myMicrosoft”, which represents the core tenets of our promise to all employees. Every one of Microsoft’s 80,000+ employees, regardless of which country they reside, can rely upon a number of promises being fulfilled.

We promise...

- A **performance management process** that enables Managers to assess an employee’s performance against commitments, regardless of how other employees on the team performed.
- A **compensation system** that supports differentiated rewards for our top talent and provides flexibility and accountability at the leadership level.
- A **management development program** that commits all Managers to training and rewards those who excel.
- A **career model framework** that outlines development skills and growth opportunities and is transparent for all employees.
- A **work environment program** that supports a diverse workplace, diverse work styles and enhanced creativity.



We designed myMicrosoft to reflect what our people told us was important to them reflected through 12 months of listening sessions across the globe - thus it truly is their employee value proposition. When we launched myMicrosoft, we were very clear that this was not fancy rhetoric. Rather every one of the five pillars is backed up by extensive and integrated HR programs, processes, systems and offerings. Yet there is no room for complacency and we continually review, update and extend the systems and programs that bring these commitments to life, to ensure their on-going relevance and strategic alignment to our corporate goals.

myMicrosoft is helping us to maintain a competitive position in the marketplace; our strongest employees have the opportunity to enjoy long-term career success and our solid performers have the ability to contribute and feel valued. myMicrosoft is also helping us to operate in an environment of accountability, transparency and Manager excellence - after all, we believe every employee has the right to work with an excellent Manager. In short, myMicrosoft contributes to and symbolises our commitment to a diverse and creative work environment where all employees can do their best work.

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cont.

With an EVP that is real and trustworthy, the ability to magnetise great talent to the company is a lot easier than it might be otherwise. With a strong EVP, our people become the best marketers of the Microsoft brand, as the employee quote below testifies.

“Every day I face new and different challenges. Every day I am stretched up to and beyond my capacity. Every day I learn something new from an avenue I didn’t expect. Every day I grow a bit more in myself, as I understand more about myself and how I react to different situations and pressures. Every day I report to an open and respectful manager, who encourages and motivates me to achieve. Every day I meet new colleagues who are intelligent, dynamic and passionate about what they do, and who vary greatly in terms of experience and background. Every day I speak to customers who are genuinely happy to have impactful and important conversations with me about how our technology can help them to improve their business in better, faster ways. ... And every day I love to come in to work.”

Microsoft Employee (Anonymous),
Source : Hewitt Best Employer Survey, 2006



the talent pool

Ever get that sinking feeling?

“ We have had a tight market, we have had a firm market, we have had increasingly acute shortages, and it just keeps getting more 'talent tight'... ”

- David Owens Associate Director, HR Partners



Effective talent management is imperative to the success of any business, even more so in the wake of the 2007 talent drought. Without a sharp approach to recruiting and retaining talent, how do you suppose to maintain that competitive edge and cope with new power shifts? Well, to put it simply, you can't!

Skills shortages and the demands of Gen X/Y have led to the shift away from the traditional employer-employee relationship. The balance of power has changed, we now have the emergence of 'Gold-Collar Workers'. This group has the status, knowledge and specialist skills that have transformed the labour market.

The Australian Centre for Industrial

Research & Training (ACIRT) notes "Often found in the cutting edge of computer technology in banking or in publishing, 'gold-collar workers' have found high paying jobs which stimulate and challenge them. They often spend extremely long hours at their job, they are young, ambitious and very well paid. Their loyalty, however, is owed less to their employer than it is to their career. As a result they are highly mobile, lured by new jobs, which offer technical challenges or opportunities for self-development".

Organisations face quite a challenge in effectively managing their employment systems to cope with the power shift. But it can be done... on the following page you will find tips for coping.

HR Partners Sydney

Please be aware that the phone number for HR Partners in Sydney is (02) 9223 6655.

Feel free to drop us a line for any recruitment enquiries.



take the sharp approach

Below are a few key strategies to help you keep a steady stroke in the battle of the talent pool...

Understand what Motivates

Talented people think and behave differently. They are confident, self-focused and care more about their career than conventional benefits like job security and working conditions. Adapting to this new model means developing innovative and fresh tools in the recruitment process and paying careful attention to structural and cultural conditions within the organisation.

Offer Professional Development

Constant upgrading of skills is a priority for talented workers. They want to stay on top of their game, and will seek out employers who will provide the opportunity for them to broaden their level of employability. Some employers are scared that by offering such opportunities, their skilled workers will leave them. Although this is sometimes the case, it is still an imperative part of attraction & retention, questioning the value of offering professional development will only hinder finding those talented employees that will stay and contribute to business success.

Embrace Flexibility

Parents want to spend more time with the kids, Gen Y-ers want to hit the beach... Offering flexible work arrangements will allow talented workers to dictate their own schedule, a benefit that is in high demand. Work/life balance and diversity boosts employer of choice standing, improves retention and increases return from maternity leave. A winning solution for all parties.

Be nice to the Environment

Ever-increasing interest in the environment, from climate-change to the drought, has touched many Australians. Talented people are among the most aware and conscious group on these issues, being naive to this fact will only mean you isolate the right people for your organisation. The way you are perceived in the market has great impact on whether or not talented people join your team. Often if you have questionable business practices, talented people will not be attracted to your business.

the talent hunt

Why is the talent/recruitment market getting tougher?

What you are witnessing today in the Australian employment market place is truly reflective of the global market, and the Australian HR recruitment space is closely aligned. It is globally a tight market for the attraction and retention of talented HR candidates and almost all categories of HR Professionals are in demand especially those with two years plus experience.



Why now?

One of the reasons driving the shortage of HR Professionals in Australia is the fact that Australia is a relatively small country of approx 20 million and has a proportionality large amount of the workforce operating and moving globally.

We do have new arrivals tumbling in all the time and at the same moment huge numbers of professionals are moving to take up work opportunities in UK & Europe (but increasingly in the Far East and Singapore), Australian expats are now proving to be a very successful commodity in the Asian market. Ambitious Australian HR Professionals expect to spend some of their career overseas, if not two year exposure to the European and UK market, then in the Asian Market, China & Hong Kong, Singapore, Japan and increasingly the Philippines and India.

The second big reason is we have seen a shift in the backgrounds of our Savvy/Modern Business Leaders. These leaders are highly educated/credentialed people, who have studied aspects of modern HR Management and understand the business impacts. Therefore HR is valued and is now reaping the rewards of being invested in. The reality is now, that supply has not kept up with demand, the market seeks fully fledged and experienced HR Professionals and there are just not enough to go around (right now).

As part of our alliance strategy moving forward Digby Morgan (UK) and HR Partners welcome the opportunity to meet talented HR practioners from the global market place. There are of course the traditional rivalries between the UK & Australia, but we can boast with pride about our cleaner cities, less traffic, less rain and better cricket!

Would you like to discuss global HR opportunities or do you know someone trying to enter or re-enter the Australian Market? Please do not hesitate to give me a call **02 9223 6655** or drop me an email **dowens@staff-exec.com.au**, after all we are HR Partners.

- David Owens Associate Director, HR Partners

Thank you to all of our trusted contributors.

If you would like to contribute to future issues or have any recruitment enquires, please contact your state representative:

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