

In this issue...

we speak to UK correspondent **John Maxted** about the state of the UK market, delve deep into the **power of networking**, tackle an upcoming corporate **diversity** survey and ask InsideHR - what is on the horizon for **change management**?

corporate diversity the survey that counts

What is the point of corporate diversity? Do things like age, sex and religion really matter when recruiting? How can you define and measure diversity?

Diversity Dimensions, a successful consultancy firm, have recently conducted a nation-wide survey of over 70 well-known Australian corporations, delving deep into these hot topics.

Based around the theme of diversity in the workplace and identifying industry trends, the survey is aimed at HR practitioners who are looking to better their current diversity strategies. It discovers how iconic Australian organisations define corporate diversity, going beyond the recruiting process and analysing internal diversification and its effects.

Leveraging diversity has become high on the priority lists of HR Managers and executives, clearly picking up speed over the last few years. The big issue is how to integrate diversity into the mind-scape of the leadership community within the business, understanding that diversity does not

only concern the recruitment process, but transfers into retention, development and expansion. Embracing diversity is important for businesses on many levels, from looking after your bottom line, to simply having to keep up with your competitors. It is just not enough to restrict diversity to hiring methods, this only leads to missed opportunities and short-sights the offering diversity can have on corporate strategy.

There are many benefits to nurturing a diverse workplace, and it is important that diversity be incorporated into an institutions core values, the culture of a company, its strategy and operations. Working within a team that embraces diversity means bringing in new perspectives to solve old problems. It means thinking about how diversity can improve on your bottom-line. It means considering how new business can be brought in via emerging and untapped markets. It means stepping up.

More about diversity can be found at www.diversity-dimensions.com.au



UK correspondent John Maxted, MD of Digby Morgan



The UK's HR recruitment marketplace remains particularly buoyant, 2006 is proving to be a positive year. In particular, there's notable activity within the entry to mid market levels of recruitment (graduates through to professionals earning £45K, approx \$110K) and activity at the senior end of the market is also on the increase, with more and more roles opening up at the £100K+(A\$ 240K) mark.

Within the City of London in particular, there has been a notable increase in HR recruitment with many organisations facing increased attrition and 'itchy feet' following bonus payments. Financial services continues to be a buoyant market. Areas of particular skill scarcity include senior reward specialists and high calibre Business Partners. Recruitment teams across the City and professional services are also expanding, leading to a demand for recruiters with strong in-house experience as well as graduate recruitment and development skills.

The interim market continues to enjoy considerable growth. This has been fuelled by increased M&A, integration and other significant projects. Quality interim candidates are often presented with a number of opportunities from which to choose and this has led to increased day rates as demand outstrips supply. This has impacted significantly on the speed with which potential hirers need to make offers, as their preferred candidate may simply not be available the following week.

Our subsidiary, HR Resourcing (HRR) focused on entry-level recruitment and HR professionals earning up to £45K, is booming. The market still remains very candidate led (fast moving & competitive) and there is a dearth of mainstream generalist candidates - especially 2nd/3rd jobbers with FTSE 250 HR generalist experience. We believe that this is mainly due to the knock on effect of the downturn in the market at the start of the century (circa 9/11).

change is here!

It is not possible to keep your head in the sand anymore. International competition, talent shortage, market concentration, turnover increasing every year, climate, just name your reason!

An organisation's success is not based on technology, innovation or brand any more. What innovation can you bring and what product can you develop if you struggle to find talented and engaged employees?

Employees can be seen as a 'breathing means of production' and the role of a

manager is forever evolving. They are not paid to manage a team, but to inspire brains. HR is part of this evolution and is moving from functional to strategic. HR is now supporting Leadership, bringing vision in terms of skills needed, and helping the organisation to become "self-learning" and appealing. "Attract, develop, engage" have become its three main missions. In the few months to come, its capacity to be heard from executive management will be the key to survival for many Australian companies.

Benjamin Chaminade - InsideHR



feature article: the power of networking

networking your future

networking is known to be one of the most profitable business activities you could ever embark on- this month we take a look into the world of networking and explore how it can benefit you.



quick tips

- 1. be genuine**
listen out of interest- not because you expect something in return.
- 2. invest long term**
networking takes time and effort- the more you put in, the more you get out!
- 3. find common interests**
focus on things that you have in common with people, this will add life to your conversations.
- 4. seek advice, not help**
it's all about the approach, making people feel their skills are appreciated.
- 5. give before you get**
if you want others to open doors for you, open the door to them first!

In an industry that embraces the concept of "best practice", HR Practitioners often find networking can provide a wealth of support, ideas and information.

Engaging in an active commitment to networking is all about putting in effort- the more you put in, the more you get out! The benefits of networking are plentiful, assisting you in improving your business performance, products, services, employees skills and your value proposition within the industry. It provides you with opportunities to develop your knowledge and skills, boost your business's reputation and access information and support.

The degree to which you benefit will depend on your efforts in attending events, talking to people, prospective employers and colleagues and how actively you become involved

Benefits of Networking

- Affords you the opportunity to meet new people and build mutually beneficial relationships
- Increases both your professional and organisational profile by becoming an established presence in your field or market
- Provides you with contacts among industry professionals and the opportunity to discuss issues and areas of common interest &/or concern, such as recruitment, staff retention, diversity and mobility
- Increase your organisation's potential market share by meeting new business contacts and

- potential customers
- Developing and sharing ideas, innovation and knowledge of best practice.

Network Groups

Attending local network groups is one way to take these benefits and put them into action. For several years Staff & Exec has facilitated regular breakfast meetings for HR professionals held every 2 months. These events are held in 3 locations in Sydney and in Melbourne and Brisbane CBD.

These meetings are the ideal place to meet experienced industry practitioners, learn about the latest trends within the industry and network! At Each meeting a relevant, well known and highly respected industry professional presents a topic of interest, be it around the latest market trends, HR best practice or simply, how they were nominated for Awards such as "Best HR Team" or "Employer of Choice".

In addition to bi-monthly meetings, each Network Group has a facility where members may request feedback around HR issues via email from other members.

To find out more about the Staff & Exec Network Groups or if you have questions around Networking, please call Rachael Hainsworth in our Sydney office on **02 9223 6655**.

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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