



into touch

Welcome to our Winter Edition

"Most people achieved their greatest success one step beyond what looked like their greatest failure."

This edition is focused on engaging your existing staff through reward, recognition, training and other key initiatives in order to encourage them to stay. The cost of replacing your staff is far greater. You will find more details over the page including cost effective ways of rolling out these strategies.

Engaging High Potential Employees

Many companies fail to ensure employees are satisfied in their roles and committed to achieving key strategic goals - risking turnover of key players and the inability to meet overall business objectives. It's imperative for organisations to invest in developing employee skills and competencies today to increase productivity and performance that will drive sustainable growth into the future. As a result, employee engagement cannot be neglected.

Losing key players means spending money to recruit, train, and get new employees up and running as contributors. The costs to the organisation can be significant. Employee turnover also impacts other employees, contributing to increased workloads and stress, further eroding engagement and creating an environment of discontent.

Understanding the strategies to keep your high potentials engaged and identifying opportunities to create engagement 'touch-points' are crucial to a successful engagement program.

Engagement is an ongoing effort, and the measurement of engagement is just the starting point. Once you measure engagement, and find out what employees really want, you create an expectation, and they expect you to then take action.

The reality is, engaging and retaining talent requires a strategic, focused approach that demands an investment of time and resources. Here's a workable process for you...

1. Regularly assess engagement levels within your organisation.
2. Understand key drivers unique to your work team...what works and what doesn't.
3. Make incremental changes – especially where results are not evident.
4. Reward performance with innovative development programs that differentiate your high performers.

Over the page you will find more details on how to engage your high potential employees...

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Leveraging Touch Points to Create Engagement

"People are your most valuable asset. Only people can be made to appreciate in value."

- 1. Recognition and rewards** – Make better use of the activities and programs that you already have in place, to drive engagement. Recognition and rewards also include the cultural message that a company sends to employees about what behaviours will not be tolerated, and more importantly, what forms of rewards the company chooses to give to its employees.
- 2. Financial rewards** – Remuneration is a common way of rewarding high performing employees and can be approached differently depending on the organisation. It's important to set clear performance benchmarks that are understood by all employees and reward them fairly if they reach them.
- 3. Non-financial rewards** - Remuneration is unlikely to retain employees for more than a few months if they are already disengaged. Something as simple as praise and recognition can be an effective way to raise employee engagement.
- 4. Discretionary awards** - These are not based on performance but rather, on attitude. Examples of discretionary rewards include movie tickets or a bottle of champagne, for example.
- 5. Career development** - It is important for the manager to provide developmental experiences and opportunities while the employee takes responsibility for creating their own development plan, so that you don't lose top performers.

Your organisation should also assist internal movement within the business, to make sure that high performing individuals are given the chance to learn new skill sets and thus remain engaged, even if it means departmental losses.

- 6. Blended learning** – Employees often rely on old methods of spreading knowledge across the company instead of utilising new channels. An example of blended learning includes combining face-to-face coaching sessions with online training modules. This type of learning allows participants to use their time more proactively, learn incrementally at their own pace and creates more engagement.

As we look at social media and we look at an employee group that is much more accustomed to learning from peers and learning by doing, we have to think of more creative, non-traditional ways to seed knowledge, experience, and learning.

New Government Initiatives that funds your staff training...

"Rewrite your major goals every day, in the present tense, exactly as if they already existed."

Australian Government funding initiatives include...

- \$4000 per person paid for full time new staff who complete a Certificate III or IV level qualification.
- \$3000 per person paid for full time existing staff who complete a Certificate III or IV level qualification.
- \$1500 per person paid for part time (and in some states casuals) who completes a Certificate III or IV level qualification.

The benefits are endless and include:

- Flexible learning that can occur any time of the day or night, on or off the job
- Learning pathways such as e-learning, one-on-one, workshops or a combination.
- No tests or exams for students. Assessments are via job related tasks, demonstrations and written exercises.
- A recognition or reward arrangement for your staff, while they don't personally pay the cost.
- Staff graduate with an Australian Recognised Qualification, ie. Certificate of Completion and Academic Transcript
- Staff can attain Credit Transfers if they wish to go on to further studies.

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