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Planning for the future

An organisations strategic vision defines what the organisation wants to be and where it wants to go. An effective strategy guides the decisions made that affect the direction of the organisation.

In order to deliver the strategy it is necessary for managers to incorporate the vision into their plans and day to day operations.

Often the best strategic plans fail either because managers do not develop concrete action plans for delivering the plan, or because they are too bogged down in day to day details and lose site of the big picture.

To develop more effective strategic plans managers should:

- Check to ensure their own teams targets are congruent with the organisations.
- Rank targets to identify the top 2 or 3 that will have the greatest impact in delivering the strategic plan.
- Define their goals clearly and the roles of their staff in achieving them. Who is going to deliver what.

- Determine key results areas and identify the steps required to achieve these results.
- Develop measures to track progress to enable managers to know when they have reached their targets.
- Document their plans in a clear format that can be seen by the whole team.

However, what should a manager do if the organisations strategy is unclear or doesn't exist? The answer is simple - prepare their own mini strategic plan for their team/function.

For example managers should:

- Be clear with their team what the purpose of the team/function is.
- Develop a number of targets/goals that will improve the performance of the team over the following 12 months.
- Create a plan to deliver the targets/goals set out above.

At the end of the day a significant part of a managers role is to plan for the future and more than ever it is time for managers to lead from the front.

Recruiting Mr or Ms Right

How do you find someone that is 'right' for your organisation? How quickly will a potential recruit make a positive contribution? How will they fit with the existing team? Will they be committed to the organisation for a number of years or will they quickly move on in search of more money?

These questions are in the mind of many companies when they recruit a new person but how can they be answered?

Too many managers see a candidate and make a judgement on gut instinct. They are easily persuaded (or not!) by the first impressions a candidate makes. However, if the right person can have a considerable impact on an organisation's success, (and by inference the wrong person could be disastrous!). Surely it makes more sense to invest in a formal process. In addition, one has to question why a candidate would want to take job on the basis of an informal chat, the best candidates know that it is important that they understand the role, what will

be expected of them and that the organisation they plan to work for has a professional approach in everything they do. These things would not be demonstrated by a cosy chat in a cafe.

However, that doesn't mean that gut feeling and instinct should be totally excluded from the process.

For example, if an organisation advertises a position, there are a number of hurdles that have to be first overcome before an interview can even take place.

For example:

- The right person or persons need to see the advert.
- The advert needs to excite them enough for them to want to respond.
- They then have to respond in a manner that ensures the manager shortlist them.

So how can managers use their instinct to improve the recruitment process?

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Recruiting Mr or Ms Right Continued.

Essentially, managers should always be on the lookout for potential new recruits. As people we are always meeting others either informally (on planes, trains, social events), or formally at business meetings and networking events. It is during these interactions that gut feel and instinct can work best.

By meeting potential candidates outside of a formal process,

you can really get a feel for what motivates them and what makes them tick, and make an initial judgement about whether or not they are the right sort of person for your organisation. Once they become interested in what you have to offer, then a more formal 'assessment' process can be engaged.

Public Holidays and Transferring

The public holidays over the Christmas and New Year period continue to have special arrangements, but the Holidays Act 2003 changes the previous arrangement that deemed these holidays to be celebrated on Monday and Tuesday if they fell at a weekend. From Christmas 2004:

- If the holiday falls on a weekend, and your employee doesn't normally work on the weekend, the holiday is transferred to the following Monday or Tuesday so that the employee still gets a paid day off if they usually work those days.
- If the holiday falls on a Saturday or Sunday and the employee normally works on that day, then the holiday remains at the traditional day and the employee is entitled to that day off on pay.

An employee cannot be entitled to more than four public holidays over the Christmas and New Year period, regardless of his or her work pattern.

All other public holidays are celebrated on the day on which they fall. In years where Waitangi Day (6 February) or Anzac Day (25 April) fall at the weekend, employees who do not normally work on the weekend have no entitlement to payment for the day.

In light of a recent Supreme Court decision, an employer and employee cannot agree to transfer a public holiday from the day listed in the Act to another day.

However, as an exception to the above, the Holidays Act, as amended by the Holidays (Transfer of Public Holidays) Amendment Act 2008 allows employees working shifts that start and end on different days to transfer the public holiday, by agreement with their employer, so that the public holiday covers one whole shift. It is important to note that the transfer can only take place if certain requirements are met, such as that the employee is due to work a shift in the period to which the public holiday is transferred.

For further information see the following fact sheet – [Transferring public holidays – entitlements for employees working shifts that cross midnight](#).

Source: Department of Labour: [Public Holidays General Entitlements](#)

Succession Planning – Is your Business at Risk?

Do you know who will be leading your business in the future? Do you have the people with the capability and potential you need? Working with both national businesses as well as private owners, many have identified that the single biggest risk to their business future is people – or more precisely the lack of people with the right skills and experience. Sadly too many organisations do not have a systematic approach to succession planning and effectively leave it to chance. Interestingly, succession planning is not just a business risk issue. Research conducted by Shen, Cannella, and Albert, found that there is also evidence that that investors, employees and customers respond positively to companies who invest in planned succession management.

Essentially the purpose of succession planning is to ensure that there is a 'pipeline' of people with the talent and capability to fulfill key roles and deliver the strategies of the business. A 'key role' is any role that drives a disproportionate share of the organisation's performance. While traditionally, organisations think in terms of key roles being leadership roles, in reality these also include other roles such as technical,

product or service development.

Succession planning is not a complex process. It starts with an organisation identifying what's needed to deliver the strategy.

For example:

- What are the 'key' roles?
- What capabilities do we need?
- Who is retiring?
- What businesses and people might be acquired?
- What gaps exist?

Once these questions have been answered the business can set about preparing specifications for roles and finding suitable people.

Finding suitable people means measuring and assessing a number of things, such as:

- Current levels of competence and performance.

- Technical skills - does the role require high, medium or low technical skill.
- Experience – for example industry and national/international experience.
- Credibility.
- Cultural fit - personal style.
- Personal motivation.
- Potential.

Evidence to measure and assess the above can be collected from how a candidate has performed in their current and previous roles as well as through independent assessment. The advantage of using an independent assessment process is that decisions about who has/does not have the potential to fulfill a key role can be taken in a consistent manner across the business.

Once the business knows and understands the people it has and their own personal motivations, it can prepare a succession plan that should ultimately be owned and signed off by the owner, management team or board.

However, succession planning does not exist in isolation. For example, any gaps that exist may generate a requirement for recruitment. In addition, the performance of the successors will need to be regularly reviewed as well as appropriate development support provided to enable them to reach their potential.

Ultimately, a highly tuned succession planning process cuts the risk to the future success of the business. After all – surely it is better to guide talent through the business than recruit a stranger from the market?

References

Shen, W., Cannella, J.R., Albert, A. (2003), "Will Succession Planning Increase Shareholder Wealth? Evidence from Investor Reactions to Relay CEO Successions" Strategic Management Journal, Feb 2003, Volume 24 Issue 2, p191-200

HR and Business Consultancy Services Offered

<p>Employment and Industrial Relations Provide support and advice on workplace relations and the relevant legislation that affects the employer-employee relationship. Development of employment agreements and documentation that best suits your relationship and situation with your employee.</p>	<p>Change Management A structured approach to transitioning individuals, teams, and organisations from a current state to a desired future state. Change is a part of every project we undertake, encompassing a number of techniques to achieve sustained improvement through change management.</p>	<p>Psychometric Assessments The strength and productivity of successful organisations lies with people. We use a range of assessment tools to accurately identify an individual's talents, strengths and weaknesses, and to diagnose organisational problems.</p>
<p>Performance Management Designed to be future-focused, support pay for performance programs, monitor milestones of goal achievement, and systematically improve the measured results of your employees and organisation. We facilitate the development of core organizational competencies, influence SMART goal setting, and clearly articulate expectations in order to have a measurable results-oriented tool for effective implementation.</p>	<p>Project Management Training, and resources to help organisations improve performance and deliver critical projects successfully. Project management is the discipline of planning, organising and managing resources to bring about the successful completion of specific project goals and objectives. The primary challenge of project management is to achieve all of the project goals and objectives while honoring the project constraints.</p>	<p>Process and Systems Development Professional human resource advice, policy solutions and job description writing and evaluation services. Development of employment policies and procedures and employee handbook. Provide practical guidance on administration of policies and pre-employment or post-employment duties required of the company.</p>
<p>Talent Management Developing and integrating new workers, developing and keeping current workers and attracting highly skilled workers to work for your company. Companies that are engaged in talent management are strategic and deliberate in how they source, attract, select, train, develop, retain, promote, and move employees through the organisation.</p>	<p>Health and Safety Offering both practicable and achievable health, safety and environmental sustainability solutions to suit your organisation. from a wide range of experience in health, safety, quality, environmental and sustainability (HSQE) management.</p>	<p>Professional Supervision and Mentoring A customised programme for Managers and Team Leaders to provide practical hands-on guidance as well as theoretical knowledge in relation to all aspects of management including leadership, performance management, delegation, communication & effective time management.</p>
<p>Career Transition/Outplacement and redundancy Managing change and redundancy in a fair and procedurally correct manner. Management Coaching through restructure and redundancy; Managing Change Workshops; Internal and external Job Search, CV Preparation and Interview Coaching; Budgeting and Financial Planning; On site consultation and redundancy support; Identifying the 'at risk' employee.</p>	<p>Investigations We investigate and report on the facts of a case to the person or body charged with making a decision, under the procedure relevant to the case and to the member of staff concerned. Any serious allegations or formal complaints require investigation to attempt to determine as objectively as possible the relevant facts on which decisions can be based. Ensuring that the investigation process is completed correctly enables you to make the right decision with continued support thou ought the process to reduce the risk to your company.</p>	<p>HR Audits Comprehensive report of the audit findings with recommendations prioritized, actionable work plan. Improves compliance, reviews ROI with Human Capital. Targets the organisational development and human resource practices including: Staffing and Hiring; Benefits Administration; HR Administration; Employment Practices; Education and Training; Time Off and Leaves; Health and Safety; Performance Management; Compensation; Terminations.</p>