



Retention through care

In the last issue of *The Recruiter*, we investigated the purpose and significance behind Psychometric Assessments. The initial thoughts of it being the old “tabu” test no longer exist. We found that it is highly suitable for early phases in recruiting. Some companies even installing the process at Phase 1 or 2 to lessen the number of unsuccessful candidates. Now we pursue the concept of how it then becomes an integral part of your continued candidate management.

“The more objective and robust information you have on a person the better your prediction about their role and culture fit will be,” comments Sarah Kearney, Managing Director of SHL. “If you understand the success criteria for the role and then you measure that success criteria through objective assessment, such as psychometrics and assessment centres, you are in a much better position to make accurate predictions about the person’s likely success in the role.”

Obviously knowing what ticks your graduate’s clocks is going to make your job of motivating, induction and developing much easier.

Candidate care should begin with their first impression of the company, through the application and recruitment stages and into their program, and development through it, the company and as a long-term employee. Candidate care isn’t hand-holding. From the induction phase, a new recruit needs to know that their work with an organisation is contributing to their career and wellbeing, and not feel like they’re slogging away solely for the company’s benefit. It should be a two-way street.

As Karen Ford, the Graduate Recruiter for Lend Lease, reasons; if they’re worth all the work that is put into their attraction and recruitment, then they’re worth holding onto.

“In an increasingly competitive graduate recruitment market, recruiters work hard to attract this level of employee, therefore, it is essential that the employment experience meets the expectations generated in recruitment if graduates are to be retained.”

thorough assessments

+

a great induction

+

candidate care

+

learning & development

=

a great retention rate!

INDUCTIONS

Bill Lang, CEO of Bill Lang International and Host of the Career Success TV Show (www.billlang.org) believes a key goal of any induction program is to create a realistic set of expectations among the graduate hires.

In his work with a number of Australian and International senior executives, one of their greatest concerns is ensuring that the efforts to attract the best talent doesn't end with the acceptance of the letter of offer. Senior executives want graduates to hit the ground running. However, a graduate's level of understanding of how their organisation competes, what key business concepts are applied by the organisation and how they should go about being productive is sketchy at best. Sometimes a lot is left to chance, the quality and commitment of their first manager has a big impact.

Bill Lang believes, graduates benefit greatly from practical induction training - training that helps them make a good impression on the job, that helps them get a handle on key business concepts like planning, branding, service quality, team work, relationship effectiveness and productivity. While employers with a large number of graduates may have a standard intake time and structured induction programs, those with only a few graduates have found it difficult to justify the development and delivery of a quality induction process.

George Weston Foods hold an informal off-site meet and greet with graduates prior to them starting their positions. Andrew Scarlett, Human Resource Manager, Specialty Foods, says that this and their usual induction session, where they meet previous graduates, the CEO and generally see the company from all perspectives, is working for them and they've had only positive feedback.

"The strongest praise has come from them in particular relating to how welcome they feel. This is a great result for us and I think is reflected in the fact that to date we have not lost a graduate to another business whilst on the program or after they have completed it."

Introducing grads to the senior partners of a business is important at induction level also. It's evidence that a company is still run by approachable people, which may alleviate some of the daunting feelings the graduates may be experiencing.

"It's so important at induction to spend time with graduates," says Mr Giam Swiegers, CEO of Deloitte. "I spend a day and a half with them in a formal and presentation style, and then make myself available for a beer or coffee and chat afterwards. This is the same for my senior team."

A good alternative is to enrol new grads into a general business introduction course, such as Success Technologies' one-day GradTrack program or Bill Lang International's "8 Skills for Career Success" program.



**The first month is
make or break time
for graduates...**

These 2 hour seminars provide a rich source of business and career education ideally designed for graduates and young professionals. Programs like these give graduates a good solid understanding of how an office (or whatever format the workplace is) runs and also how to deal with deadlines, time efficiency and planning a productive work day, as well as general business etiquette.

"For the 2004 new hires we piloted the 'GradTrack' course offered by Success Technologies; this had a twofold benefit, that of the learnings of the course and also the networking opportunities," says Karen Ford.

There's a common theme running through the comments of all the graduate recruiters we spoke to - that of networking. A new employee needs to feel comfortable in an organisation as quickly as possible, with both senior staff and peers.

"Our current induction lasts six weeks and we find that in this time the graduates form a very tight group which stays cohesive for a number of years after the graduate program. This is very useful for networking, etc." says Richard Stinziani of the ATO.

TAKING CARE OF GRADS

Mentoring and taking care of graduates as they progress through their program and become more and more involved with the business is of course very important. Different organisations tend to do this in different ways, but most try to expose the graduate to all areas of a business, which includes interaction with staff at all levels.

Senior executives quite often have regular contact with graduates and staff at all levels, it's part of the job of a good manager. In a project based organisation, this happens on a daily basis. Giam Swiegers, CEO of Deloitte, for example, has weekly contact with staff by leaving mass voicemail messages and uses webcasts to speak to the 3000+ national staff base monthly.

Interaction with peers and those who have been through similar experiences within the company are just as important. Buddy systems, social committees, sporting teams - these all have a positive influence on the graduate's experience whilst on the program.

**"We constantly receive
feedback that the most
powerful learnings
come from the
opportunity for
graduates to hear the
stories of successful
leaders at ANZ"**

Nina Azzopardi



Onetest can enhance your ability to make the right graduate recruitment decisions. Our unique "profile and match" process can help you to accurately compare selected graduates to proven performers already working within your business. With the help of Onetest, you can find out about a graduate before you hire them, so you don't have to find out the hard way.

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