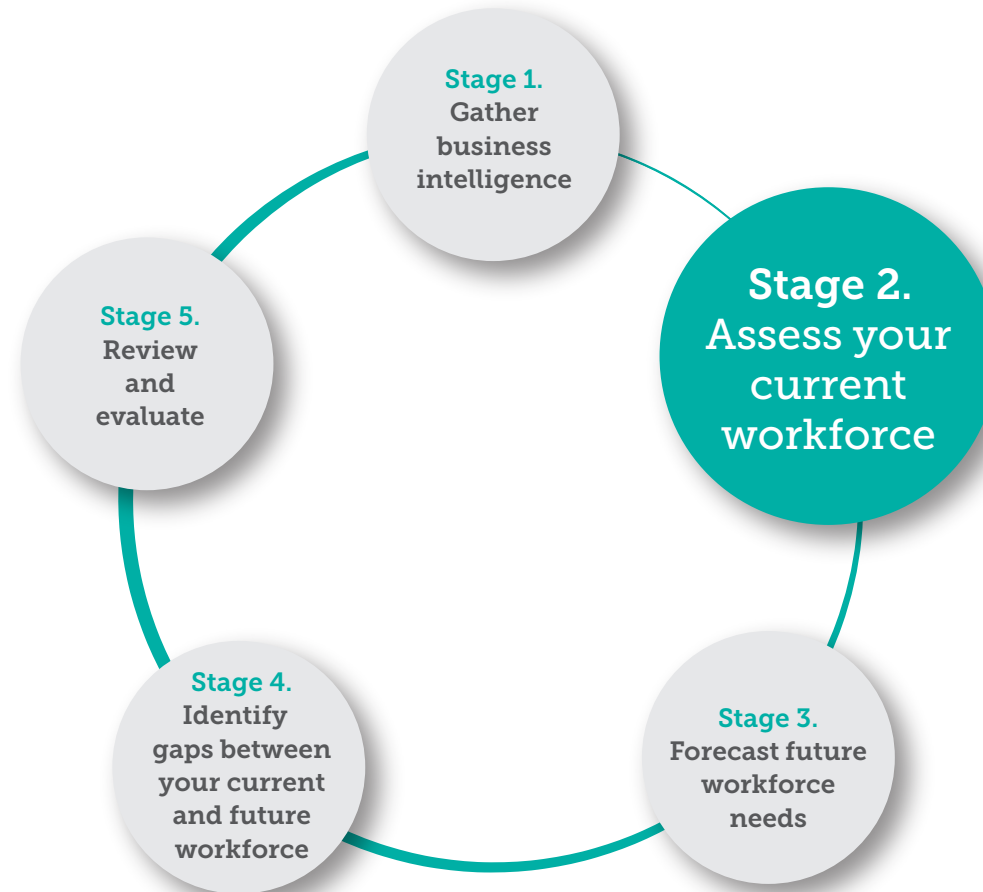




Flexible and diverse workplaces

A Current Workforce Assessment Tool to help identify the trends, issues and opportunities occurring in your workforce.

Workforce planning process



Workforce planning allows businesses to ensure they have suitable access to labour and skills in order to be successful.

Flexible and Diverse Workplaces

Section

Tools and worksheets

1.	Assess your workplace's flexibility	Flexibility questionnaire
2.	Identify skills gaps	Skills matrix and quick analysis questionnaire
3.	Identify trends occurring in your current workforce	Workforce gap calculator and quick analysis questionnaire
4.	Determine your staff turnover rate and how your business compares	Staff turnover calculator and comparative resources
5.	Helpful resources	CCI services list

How flexible is your workplace? Are you in a good position to employ a diverse workforce?

Employers face ongoing challenges in attracting and retaining a well skilled workforce. Offering flexible work conditions will allow employers to attract a wider range of applicants, ensuring the right person is in the role. It will also help you retain your employees and reduce staff turnover.

Flexible workplaces also assist people from diversity groups to enter the workforce or return to work. Groups such as mature age people, parents or carers, people with disability and Aboriginal people often need employers to adapt work places and schedules to allow them to contribute to the workforce effectively.

Offering flexible work arrangements in your business will:

- ▶ Allow you to attract a wider range of people that may have alternative sources of experience and knowledge. Recruiting people outside usual labour pools may add highly valuable skills and contributions to your business.
- ▶ Maximise your chances of attracting the best people for the job in your workplace.
- ▶ Improve employee commitment and loyalty to your business.
- ▶ Reduce staff turnover.
- ▶ Enable your business to appeal to the broader community by employing a diverse workforce.
- ▶ Be seen as part of the community by mirroring its diversity.
- ▶ Improve your reputation as an employer of choice. You will be able to market your business as a desirable place to work by promoting diversity in the workforce.

Diversity groups

People with disability

There are currently in excess of 800,000 Australians on the Disability Support Pension. Only 8.5 per cent of those report earning an income outside the pension.

Mature-aged workers

People aged 45 and over will need to provide 85 per cent of workforce growth in the next decade.

Aboriginal Australians

In the 2011 Census, there were an estimated 147,708 Indigenous people aged 15 years and over who were employed. This represented 42 per cent of the Indigenous population of working age, compared to the non-Indigenous rate of 58 per cent, that were employed.

Long term unemployed and underemployed

In 2012, an average of 54,300 Western Australians were unemployed and an average of 80,200 people were employed but were wanting more hours to work.

Diversity groups

Women returning to work

Estimates show that Australia could increase its Gross Domestic Product (GDP) by 13 per cent or \$180 billion if it closed the gap between male and female participation rates.

Men not at work

Of the 8 million Australian males in the adult male civilian population, at any one time over 2.2 million - or nearly 30 per cent - were outside the labour force.

Unemployed youth

Between 2008 and 2012, the rate of non-participation among teenagers who were not in full-time education rose from 13.8 per cent to 18.3 per cent.

Cultural and linguistically diverse employees

Australia has one of the most diverse populations in the world with a skilled migration program that attracts people and their families from all over the world seeking to contribute.

Does your business offer flexible work arrangements?

Circle your answer: **Y** = yes, **N** = no

		Circle Y/N
1.	Do you offer part-time or job share work options?	
	Split a full time role into two or three-day arrangements so people can work part-time and share roles and responsibilities. This is beneficial for staff that are unable to commit to full-time work such as carers or parents with young children.	Y or N
2.	Are your employees able to work from home or remote locations?	
	For some roles, you may be able to offer the option for employees to share their work hours between the office and home. Offering remote office access including phone, internet and email is helpful to ensure staff can work from different locations.	Y or N
3.	Do you offer time in lieu?	
	Some employers allow employees to bank up additional hours worked as time in lieu to take off at a convenient time for both employer and employee.	Y or N
4.	Are your employees able to purchase additional annual leave?	
	Employees, particularly those with school-aged children, may appreciate the opportunity to take additional annual leave over the year to use during school holiday periods. Alternatively, offering the opportunity to take unpaid time off at an agreed time will assist employees to effectively balance life demands with work. Putting a policy in place that sets out conditions of how much additional leave can be purchased, and when, gives your employees more flexibility to manage and plan for family or lifestyle commitments.	Y or N
5.	Can your staff vary their start and finish times?	
	If your business is located in an area that experiences traffic congestion at certain times, you could look to offer alternative start and finish times such as 7am - 3.30pm or 10am - 6.30pm. This can lead to more productive use of time.	Y or N
6.	Do you have the capacity to modify the layout of your workplace?	
	Some employees may need adjusted workspaces, additional facilities or support to allow them to work effectively. Improving facilities, equipment and workspaces to meet the needs of employees with disabilities or other needs may not only allow you to attract a vast pool of workers, but also benefit your customers and clients.	Y or N
7.	Do you offer graduate programs or traineeships and apprenticeships?	
	Investing in setting up apprenticeships or graduate programs by offering entry level graduate roles are very good strategies to develop and train staff to meet the needs of your business and ensure that you have a succession of appropriately skilled employees in your workforce.	Y or N

8.	Can you assist employees with transport restrictions?	Y or N
	Some staff are unable to gain access to public transport due to availability. You can increase recruitment opportunities for people from diversity groups by providing access to public transport through rostering to coincide with public transport times or assisting with obtaining a drivers license.	
9.	Do you offer phased retirement plans?	Y or N
	Phased retirement plans assist older employees to transition into retirement over a period of time. This may include offering potential retirees the option to gradually reduce hours or to work part time, offering access to financial planning advice or establishing mentoring opportunities with junior staff. This will show mature workers that they are valued and may reduce the impact of losing experience and corporate knowledge over time	
10.	Do you offer professional development opportunities?	Y or N
	Offering professional development opportunities for staff through on-the-job experiences or through training, as well taking the time to have discussions about setting career paths for your employees, shows commitment to staff and encourages loyalty.	
11.	Does your staff have the opportunity for career progression?	Y or N
	Providing staff the opportunity to learn new skills and responsibilities, either through internal promotion or adding tasks to current roles, shows current and potential staff you value your employees and offer career development.	
12.	Do you provide staff incentives?	Y or N
	Offering a range of incentives to appeal to the different motivations of your employees, such as team building days, financial bonuses, bonus leave, capacity to profit-share or other rewards, are ways to demonstrate that you value their contribution and show they are valued by the company.	
13.	Do you offer compressed work weeks?	Y or N
	Some employers are able to offer work schedules that condense a typical work week into fewer than five days. This can often benefit families or partners of workers in FIFO arrangements as it allows more time to be spent together when both parties are at home.	
14.	Have you offered training to managers to be successful at implementing flexible work arrangements?	Y or N
	Offering training to managers will assist in changing workplace culture and allow your organisations to be successful in delivering a flexible workplace.	
15.	Does your workplace have a flexibility policy?	Y or N
	Implementing a 'flexibility policy' will improve the likelihood that a business will establish a flexible workplace culture. Research shows organisations that offer flexible workplaces and culture have a lower voluntary turnover rate.	

How did you go?

Mostly Y - You are on the right track to be able to attract a wide range of people to your workplace. This might be a good time to take stock and consider new or alternative workforce practices as a way to further attract new employees and retain existing staff. Have you thought about benchmarking your workplace to see if you measure up to be an employer of choice? Talk to CCI about your options.

Mostly N - The capacity for you to attract a wider range of people to your business is enormous. Consider the examples given above as ways to make your workplace more flexible. With some small changes, you have the capacity to diversify your workforce and recruit new people to add value and skills that are reflective of your community.

Skills Matrix Example

Skills Matrix

The Skills Matrix will:

- ▶ assist you to identify the skills gaps occurring in your business;
- ▶ identify possible risks to your business if a key employee leaves or is unable to complete operations; and
- ▶ identify proficient employees that could take on further responsibilities, be considered for promotion or take on mentoring roles in your business.

		(C) Job Rating Key										Notes
		Key tasks for business operations										
(B)		Prioritise purchasing requisitions	Input purchase requisitions into sheets as per system	Place purchase orders for stock items	Place purchase orders for non stock items	Setup new stock items on system	Negotiate price and terms for new stock items	Configure Weekly Purchasing Status report	Configure Monthly Purchasing Status report	Approve 1X purchases in excess of \$5000		
(A) Employee Name												
Jenny Field												Jenny would like to develop additional skills in the purchasing department.
Andrew Top												Currently undertaking a course in managing stock rotation.
Sarah Brown												
Rob Fox												Rob is currently doing first year of an apprenticeship.
Ian Jones												
Cherry Red												

Level Of Proficiency Key	
	Requires assistance/training to perform this task
	Able to perform task alone, requires checking or guidance
	Able to perform task alone
	Proficient at performing task

Job Rating Key	
	Optional for operations
	Required for operations
	Critical to operations
	New operations

1

2

3

The key issues identified in this skills matrix show:

- 1 The business has a range of people with skills across the key tasks. There are however, limited people with the ability to place purchase orders for stock and non-stock items. The business should provide some training opportunities for staff in these tasks to build up knowledge and expertise in this area.
- 2 Rob Fox is a highly skilled employee that has expertise across the business. He is currently furthering his skills and is going to do an apprenticeship to become qualified and progress his career with the business. Offering accredited qualifications and recognition of skills is a fantastic way to retain key staff. However, continuity plans will need to be put in place to train other staff to fill the void that will be created when Rob starts his training. There are a number of employees that seem to have capacity to increase proficiency in additional tasks. Offering employees the opportunity to gain further experience and responsibility in your business will indicate that they are valued and this is likely to lead to increased retention rates.
- 3 The business has employees who have indicated they would like to undertake additional skills development. This is positive for the business as it has motivated staff willing to take on more responsibility and contribute to the businesses success. The business should devise training and progression plans for these staff to capitalise on their employees' motivation and initiative.

How to use this template

Step 1 In row **A** list your employee's names.

Step 2 In row **B** list the key tasks that are required in your business operations.

Step 3 In row **C** using the Job Rating Key, rate the tasks as either:

1) Critical to operations - those tasks that are essential to the operation of your workplace.

2) Required - tasks that are necessary for the day-to-day operations of your workplace.

3) Optional - tasks that could be taken on by others.

4) New - tasks that your business will take on for business improvement or expansion.

Step 4 Using the level of proficiency key, mark the squares as per the proficiency of each employee and the tasks they perform in their role.

Step 5 Using the data you have collected, answer the questionnaire on page 10.

A Quick Analysis Questionnaire

What does the Skills Matrix tell you about your workforce?

Based on the discussion with, and observations of, your staff, answer the following questions. This process will help you identify possible training that needs to take place and possible procedures to adopt that will up-skill your staff to meet any skills gaps in your workplace.

1. Have any tasks been identified as being unable to be completed proficiently?	
Yes	Look at putting together a training plan to up-skill a group of staff in a skill set. Engaging a Training Provider to assist you is the easiest approach to do a 'training needs analysis' and identify the most appropriate training for your staff.
No	Your business is on track and minimising the risk of business interruptions caused by labour and skills gaps.
2. Are all of your critical tasks within your business operations able to be performed by more than one person?	
Yes	If an employee leaves the business or takes extended leave, minimal disruption to business will occur. Ensure key tasks are able to be performed by more than one person continuously.
No	Your business is at risk of reduced productivity levels if critical roles cannot be carried out by an employee who has taken ill or resigns. Make sure that other staff members within your organisation are trained to complete critical roles. Ensure key tasks are able to be performed by more than one person continuously. You may need to consider tailored training courses to meet the specific needs of your employees and organisation. If you do not have contingency plans in place to ensure key tasks can be completed by other staff members, it may leave your business at risk.
3. Has the matrix identified any employees as needing to improve proficiency in critical tasks?	
Yes	If at least one or more employees have been identified as not being fully proficient in critical tasks, you may need to consider how best to develop your staff to ensure your business has efficient and effective workers. This can be achieved by developing a training plan for your employees that determines appropriate formal training, coaching or mentoring required to improve the proficiency of your employees.
No	All employees required to complete critical tasks are adequately proficient. Your training plans for staff should focus on ensuring skills are maintained. You should also consider how to further develop your employees. Having regular conversations with your employees to improve, explore or develop skills is important.
Unsure	Ask your staff to assess which areas they are working well in and which ones need to be improved. Through these conversations, you will be able to work out which staff are keen to take on more responsibility and who could benefit from training.
4. Have you identified any new tasks that staff will need to learn to improve workplace operations?	
Yes	You have new tasks that have or will be introduced into your business. Consider what sort of training will be needed to develop your staff. Identify any training providers in your area that are offering the training to gain the skills you need. Ensure staff are informed of any new processes and procedures and given enough time to perform new tasks competently.
No	You have not identified any new tasks or skills that your staff will be required to learn in the near future. Focus on ensuring staff are as proficient as possible in the key tasks that are required. Consider putting in place job shadowing/ secondment opportunities to ensure knowledge transfer between roles is occurring.

Section 3

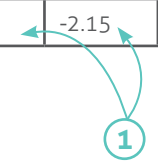
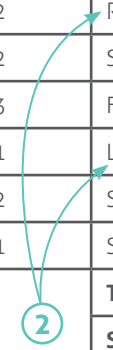
Workforce Gap Calculator: understanding the trends occurring in your workforce.

The Workforce Gap Calculator provides you with a snapshot of the trends occurring in your current workforce and will assist you with identifying the key issues that you need to be aware of when considering your attraction, recruitment and retention strategies.

Job Rating
1 = critical role
2 = required role
3 = optional role
Forecast supply FTE
Based on workforce evidence

Workforce Gap Calculator Example

Column A	B	C	D	E	F	G	H	I	J	K	L
Employee name	Age	M/F	Years with company	Years in industry	Highest level of qualification	Job title	Job rating	Work and leave intention	Current FTE	Year 1	Year 2
Jenny Field	35	F	2	8	Diploma	Senior manager	1	Com. 12 month parental leave	1.0	.0	.50
Andrew Topp	65	M	25	35	Trade qualified	Manager	2	Retiring soon	.75	.5	.25
Sarah Brown	25	F	1	2	Grad. Dip	Supervisor	2	Steady full time	1.0	1.0	1.0
Rob Fox	22	M	.5	.5	High school	First year app.	3	First year apprentice	.75	.75	.75
Iain Jones	45	M	2	5	Trade qualified	App. supervisor	1	Leaving soon	1.0	.0	.0
Cherry Red	25	F	4	4	Trade qualified	Qualified	2	Steady full-time	1.0	1.0	1.0
Blair Socks	38	M	3	8	Diploma	Office manager	1	Steady part-time	.75	.75	.75
TOTAL									6.4	4.0	4.25
Surplus/deficit										-2.4	-2.15



The three key trends/issues this data shows:

- 1 The business will require more than two additional Full Time Equivalent (FTE) employees within two years time and it will need to start planning for recruitment and up-skilling processes to meet future workforce needs.
- 2 A number of key long-term staff occupy critical roles in the business. They are planning to leave soon and will take valuable skills with them. This business needs to consider knowledge transfer options and succession planning to ensure minimal disruptions to business.
- 3 A critical manager is retiring soon. A phased retirement plan should be put in place. This business could also benefit from setting up mentor programs to provide the younger or less experienced workers with the opportunity to gain support and advice from Mr Topp before he leaves.

How to use this template.

- Step 1** Fill out employee details in columns **A-G**
- Step 2** In column **H**, rate each work role as critical, required or optional.
- Step 3** In column **I**, note down any period of extended leave that you are aware of.
- Step 4** In columns **J, K** and **L**, fill in each employee's Full Time Equivalent (FTE) currently allocated to the role.
- Step 5** Using the information provided in column **I**, fill in the number of hours your employees will be required to work in year one and year two.
- Step 6** Add all the FTE amounts in the columns. This provides you with the total number of hours you have allocated to your employees currently and for future supply.
- Step 7** Fill in the FTE for the next two years based on your current information.
- Step 8** Using all the information, answer the questions on page 12.

Workforce Gap Calculator: understanding your current workforce.

Job Rating 1 = critical role 2 = required role 3 = optional role
Forecast supply FTE Based on workforce evidence

Column A	B	C	D	E	F	G	H	I	J	K	L
Employee name	Age	M/F	Years with company	Years in industry	Highest level of qualification	Job title	Job rating	Work and leave intention	Current FTE	Year 1	Year 2
TOTAL											
Surplus/deficit											

Source: Employer Resource Kit - www.skills.sa.gov.au

What does the Workforce Gap Calculator tell you about your workforce?

Based on the information you provided in the Workforce Gap Calculator, answer the following questions. This will draw out some trends or issues occurring in your workplace that you need to consider to ensure you can attract, recruit and retain a productive workforce that is right for you.

1. Did your Workforce Gap Calculator show that you had a surplus or deficit of employees to meet your FTE requirements?	Suggested strategies to manage your workforce
<p>A surplus - employees are working more hours than required, to run your business efficiently.</p>	<ul style="list-style-type: none"> ▶ Increase business activities to utilise surplus hours effectively to ensure productivity levels do not decline. ▶ Reduce hours through offering part-time roles or job share arrangements. Any changes to roles or hours will need to be communicated with employees effectively. ▶ If you decide you need to have fewer employees to meet the needs of your business, you may want to consider alternatives to redundancy prior to making staff redundant. It is important to consider what alternatives, if any, you have to lessen the impact and discuss these with affected employees. Some alternatives to making people redundant may include having staff take accrued leave, reduced working hours, transfer to lower paid duties, etc. ▶ If redundancies are necessary, it is important to undertake a managed termination process to ensure you retain your key employees.
<p>A deficit - you do not have enough employees to meet the work hours required to run your business efficiently.</p>	<ul style="list-style-type: none"> ▶ Develop and promote existing staff to fill the impending vacant positions or responsibilities. Encouraging staff to take on new roles is a great way to retain them. ▶ Ensure that key corporate knowledge is passed on to new staff before exiting staff leave the organisation through identifying key staff to take on new responsibilities and implementing succession strategies to ensure the transfer of knowledge and information. ▶ Consider implementing a graduate program and offering traineeships or apprenticeships as a way to ensure a consistent supply of skilled people are available to replace staff. ▶ Ensure you have a clear recruitment strategy and training plan in place if existing staff are unable to fill roles. Understand your local employment market to ensure you can tailor attraction strategies to appeal to local labour pools. You should also consider tapping into diversity groups as they are a great source of employees. See Section 1 to get tips on how to make your workplace flexible to meet the needs of diversity groups.
<p>My staff levels will remain unchanged</p>	<ul style="list-style-type: none"> ▶ If you are working towards growing your business eventually, be prepared and start identifying new skills and products you will need in order to prepare your staff and the business for expansion. ▶ Now is the time to look at training plans to up-skill your existing staff. ▶ Consider offering flexible work arrangements to retain key staff. For instance, part-time/job share work options, working from home capacity and flexible working hours can help with staff retention.
2. Does the calculator indicate you have key staff resigning over the next two years?	Suggested strategies to manage your workforce
<p>Yes - People exiting are in highly skilled roles.</p>	<ul style="list-style-type: none"> ▶ Consider where to source appropriate replacements with these skill sets and put in place a recruitment plan. ▶ Offer flexible work arrangements to attempt to retain staff for an extended period – for instance, offer part-time/job share work options, working from home, flexible working hours (start and finish times). ▶ Develop your experienced staff to mentor and coach your new staff before they leave your business. ▶ Implement a phased retirement plan to keep mature age staff and their experience in your workforce as long as possible. ▶ Identify and start preparing for existing staff to take on new responsibilities. Give new staff the opportunity to mentor with existing staff. ▶ Increase apprentices, trainees or graduate roles to develop skills to meet the shortfall.

No	<ul style="list-style-type: none"> ▶ If your staff are staying, they will want ongoing challenges and growth. Consider training and development plans and identify possible new roles they may wish to take on. This process will continue the development of staff and give them new areas of responsibilities to ensure they remain involved and devoted to your business.
3. Does the calculator indicate staff are intending to take periods of extended leave?	Suggested strategies to manage your workforce
Yes	<ul style="list-style-type: none"> ▶ Design a program to plot leave in order to manage employee gaps. ▶ Identify the skill sets within your business that will need replacing and plan to train key staff to take on new responsibilities.
No	<ul style="list-style-type: none"> ▶ Encourage staff to use accrued leave to ensure staff are adequately rested and therefore you are more able to maintain workplace safety.
Unsure	<ul style="list-style-type: none"> ▶ If you were unable to get any indication of employee intentions, instigate better communication processes to improve information sharing through staff meetings and individual staff discussions.
4. Using the template, count the number of staff that are aged in the following bands: a. 16-30 <input type="checkbox"/> b. 31-40 <input type="checkbox"/> c. 41-50 <input type="checkbox"/> d. 51-60 <input type="checkbox"/> e. 60+ <input type="checkbox"/>	Suggested strategies to manage your workforce
You have high numbers in boxes a or b.	<p>You have a young employee group. Your training, development and retention opportunities should be tailored to meet the needs of this group.</p> <ul style="list-style-type: none"> ▶ Consider suitable strategies to develop those employees at the start of or those advancing their career. This could include offering formal courses or mentoring within the workplace. ▶ Offer career advice opportunities and identify progression opportunities within your workplace to allow for career development. ▶ Consider flexible work options to accommodate those with young families. You may consider introducing extended paid parental leave beyond legal requirements. ▶ Adjust benefits and workplace flexibility options to meet the needs of this demographic such as time to attend study, sporting or social commitments.
You have high number in boxes c, d and e.	<p>You have an aging workforce and your training, development and retention strategies need to be tailored to meet these needs.</p> <ul style="list-style-type: none"> ▶ Consider looking into implementing phased retirement plans, reduced hours, less intensive roles and knowledge transfer strategies. ▶ Use more experienced workers to mentor less experienced staff. ▶ You may need to review capacity to offer workforce flexibility options such as part-time work, time off for travel, flexible hours and work from home options.

Things to think about:

- ▶ Have you considered the future expansion of your workforce? Will your workforce have the required skills for your future needs?
- ▶ What future jobs will be available in your workforce? Do you have the staff with the required competencies to undertake these tasks?
- ▶ What issues are likely to arise as you change your workforce to meet these needs?
- ▶ How will you communicate to staff any changes, processes or strategies you intend to implement?

Completing a full workforce plan will help you answer these questions.

Talk to CCI for more information.

Staff turnover

Staff turnover is the rate at which an employer is required to replace existing staff that are leaving.

How to measure your staff turnover rate.

Turnover is equal to the number of employees leaving, divided by the average total number of employees, multiplied by 100 (in order to give a percentage value). Note that the number of employees leaving and the total number of employees are measured over one calendar year.

$$\frac{\square \text{ Number of employees who left during the year [a]}}{\square \text{ [d] average number of employees over year}} \times 100 = \text{[e] your turnover rate}$$

(Number of employees at the beginning of the year [b] + Number of employees at the end of the year [c] divided by 2)

What is included in turnover costs?

Total turnover costs include:

- ▶ advertising for the positions;
- ▶ undertaking the recruitment process to fill the roles;
- ▶ covering roles with temporary staff;
- ▶ company inductions; and
- ▶ initial training to work in the roles.

The cost for employee turnover for companies is estimated on average to be approximately 150 per cent of an employee's average annual salary. Consider the total cost to your business if your calculation included all staff that leave over a given year.

What is considered average?

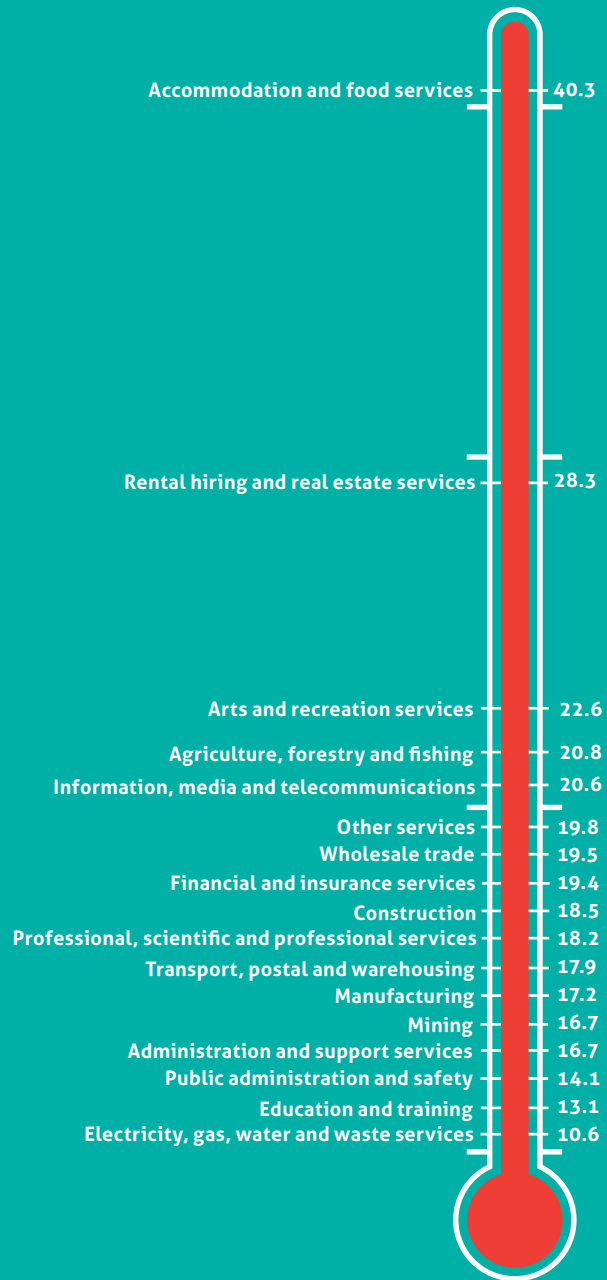
On average, the turnover rate for business in Australia is around 18.5 per cent. This is broken down further by industry and size of business as follows. How do you measure up?

Example: A manufacturing business has 310 positions at the beginning of 2013. By the end of the year the firm had expanded its total number of positions to 330 by creating new roles to meet the increased demand for products in Perth. 63 resignations (forced or voluntary) were received throughout the year.

$$\frac{\text{[a] 63}}{\text{[b] 310 + [c] 330/2} = \text{[d] 320}} \times 100 = \text{[e] 19.7\% turnover}$$

$$\text{[b] 310 + [c] 330/2} = \text{[d] 320}$$

Turnover thermometer – by industry.



Turnover by size of the workforce

Employees	Average turnover (per cent)	Average expected tenure
1,000 +	17.4	57 months
500-999	19.3	41 months
250-499	20.4	44 months
100-249	19.3	55 months
50-99	17.1	41 months
Less than 50	18.0	42 months
Overall Average	18.5	48 months

Source: HRpulse Research Report – LOVE 'EM DON'T LOSE 'EM' – IDENTIFYING RETENTION STRATEGIES THAT WORK

Turnover rates

High turnover rate

High turnover can be harmful to productivity if skilled and valuable employees leave and are then replaced with workers who are less skilled and trained. It is a feature of the current economy in Western Australia that businesses are generally experiencing higher turnover due to low unemployment rates and choice of employment options for staff.

High turnover may mean that employees are dissatisfied with the workplace or conditions offered. Consider the following:

- ▶ increase wages to meet market rates;
- ▶ review workplace benefits, look at what your competitors are offering;
- ▶ consider how your safety and health practices impact on staff;
- ▶ offer improved workplace flexibility arrangements;
- ▶ review recruitment techniques to target workers that will fit your workplace ;
- ▶ evaluate your induction and on-boarding processes to help new employees fit into your business; and
- ▶ consider a review of management practices to encourage greater participation and engagement of staff in the workplace.

Low turnover rate

Generally low turnover is due to employees being happy and satisfied with employment conditions and remuneration. It indicates that your recruitment and induction processes are effective. However, none or very low turnover can also have a negative effect on business productivity and innovation levels. It is important to remember that with the introduction of new staff comes new ideas, energy and experience.

How do I improve my turnover rate?

1. Give employees the opportunity to provide feedback as to why they are leaving. This can be done formally through exit interviews or by an informal discussion with a manager.
2. The most successful exit interviews allow answers to be given anonymously.
3. Survey your current employees to identify what they like and dislike about your workplace.
4. Consider the reasons your staff have given you when leaving the organisation. Look to implement change to reduce workforce turnover. This will demonstrate to staff you take retention seriously.

CCI can help you with advice, assistance and information

CCI has a range of services to support your workforce planning needs including specialist advisers to provide you with advice on diversity, employee relations, training needs and how to link with appropriate services.

Workforce Development Services

We provide Members with access to high quality advocacy, advisory services, tools and resources to help employers attract, retain and develop their workforce.

1300 4 CCIWA | wds@cciwa.com

CCI Business Training

Connect your organisation with the right learning solutions to build and develop your workforce. We have over 50 tailored training solutions for your employees covering areas including professional development, OSH, IT, project management and frontline management.

(08) 9365 7500 | training@cciwa.com

Business Improvement Service

We help grow your business through our benchmarking, consulting and training service to ensure you remain competitive in the market.

1300 4 CCIWA | membership@cciwa.com

Apprenticeships Australia

We help employers build skilled, job ready workforces through the recruitment, employment, management and inductions of apprentices or trainees.

(08) 9437 0111 | apprenticeships@cciwa.com

CCI Apprenticeship Solutions

We help employers navigate the apprenticeship and traineeship process providing free information, advice and administrative assistance in selecting training options and maximising benefits.

1800 224 224 | appsolutions@cciwa.com

Industrial Training Institute

We deliver highly trained electrical, mechanical and fabrication workforces based on a comprehensive understanding of industry and the need for training to be flexible and aligned with business outcomes.

(08) 9437 0100 | iti@cciwa.com

Employee Relations Advice Centre (ERAC)

Our team of trained professionals provide accurate and timely employee relations advice over the phone.

(08) 9365 7660 | advice@cciwa.com

Economics

We provide a range of economic information and advice on current and expected changes in economic conditions.

1300 4 CCIWA | economics@cciwa.com



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