## Summary of Key Employee Roles

**Bookstore Staff**

* State Managers
* Store Managers (retail)
* Team leaders (Bookstores/ retail)
* Sales/customer service reps (Bookstores/ retail)

**Warehouse Staff**

* General workers
* Team leaders
* Pickers/Packers
* Drivers
* Machinery Operators
* Maintenance
* WHS reps & QA advisors

**Head Office**

* HR consultants
* Administrators (general)
* Payroll, HR and Finance officers
* Marketing team leaders
* Sales/Marketing Consultants
* Logistics/Purchasing Officers
* ICT technical staff
* Senior Managers and CEO

## Current Employee Relations Climate

### Staff Turnover

* Retail Store Managers: 24% (8% higher than the industry average).
* Customer Service (retail stores): 37% (12% higher than the industry average).
* Warehouse team leaders: 32% (6% higher than industry average).
* Warehouse general staff: 40% (21% higher than industry average).

### Feedback from managers regarding existing employee relations strategies and policies

* Employment arrangements for employees are too complicated with some covered by awards and some by employment contracts. This makes it very easy to make a mistake.
* We are losing our good staff because we spend too much time focusing on poor performers and managing conflicts.
* Our performance programs are failing to improve performance.
* My team spend too much time focusing on problems instead of thinking of innovative solutions.
* We have a poor reputation in the marketplace for not having good relationships with our employees.
* My team do not work together as cohesive team.
* We would achieve so much more as an organisation if managers and employees could just sit down and talk to each other instead of having to follow so many formal processes.

### Feedback from employees regarding existing employee relations strategies and policies

* Everyone seems to have different terms and conditions of employment.
* Customer service staff don’t get a chance to provide any feedback about our workplace because we have to provide customer service for our entire work day.
* Not much cooperation occurs between customer Bookstore and warehouse staff.
* Customer Service supervisors are very unsupportive and are not interested in listening to ideas that we have.
* The warehouse team works hard at making positive contributions to the company and we are sick and tired of listening to the managers and customer service staff in bookstores winger.
* No opportunity just to have a quick chat with a manager regarding an issue. Everything has to be documented lodged in a formal process.
* As the sales and marketing team for online and wholesale sales, we make the most money for John Readings yet all we get from management is a hard time about not meeting our sales targets. Our targets are completely unrealistic and no one ever asks us for our thoughts on what they should be.

### Past industrial actions over the last six months

| Issue | Resolution | Time to resolve | Outcome |
| --- | --- | --- | --- |
| Customer service staff (bookstore) grievance with regards to getting a sore back from standing all day in the bookstore. | WHS committee engaged to conduct risk assessment.Focus group assembled, comprising of managers and employees, to discuss and agree on a resolution. | 6 weeks | Ergonomic tall chairs ordered for all sales stations to allow customer service staff to take breaks from standing when processing payments. |
| Customer service grievance for not being provided with a 45 min. lunch break as stipulated in the award because team supervisors will not allow staff to go to lunch until the person before them has returned.Nine complaints received regarding lunch breaks. | A series of negotiations involving employee, manager, union and HR team. | Average time to resolve: 2 weeks | Resolution included the development of a lunch roster to ensure all customer service employees received a 45 min. lunch break.  |
| Sales/Marketing team leader grievance with regards to formal warning for not meeting a sales target.Five complaints received regarding performance management. | Series of negotiations involving employee, manager, union and HR team. | Average time to resolve: 5 weeks | Resolutions varied including:* three formal warnings downgraded to verbal warnings
* two formal warnings maintained.
 |
| Warehouse manager pay dispute because the individual wasn’t paid the correct annual leave payment. | Manager raised query with HR team who investigated and advised that an incorrect payment had been made. | 3 days | Employee was back paid. |

### Snapshot of poor performance internal precedents

| Performance issue | Action taken |
| --- | --- |
| Finance admin. data entry error resulting in a customer being credited $10,000 instead of $10.00. | Verbal warning as first error for employee. |
| Finance data entry error resulting in the company losing interest charges to the value of $67,000. | No action was taken as the error was not found until six months after it occurred. The Finance supervisor felt that it was too long after the event and that the finance officer had not made any errors since that particular error. |
| Finance processing error resulting in a credit card payment being processed as a debit. | First written warning as the team member had made previous transaction errors for which a verbal warning was provided. |
| Repackaged boxes not clearly labelled and secured | No action taken as the packer was new to the job and was not aware of the process for securing repackaged boxes. |
| Order processing error resulting in a business customer not receiving goods for more than ten days. The situation could have been rectified immediately if the administrator had taken the appropriate action when notified by the customer of the issue. Instead he left the issue unresolved for six days because he was busy. | First and final written warning issued, due to the serious impact this error had on the customer and the fact that the employee failed to act when notified of the issue.  |
| Warehouse picker pulled up for producing the wrong order. This is the third time in a row and order was wrongly picked. | No disciplinary action taken as the supervisor was concerned that the employee may become aggressive during the meeting. Instead the supervisor suggested the picker attend a training session on picking and packing. |