

## Minutes of Individual Stakeholder Consultations for HR Service Delivery

### *James Bower, Manager IT Services*

Discussed the need to be proactive rather than reactive - at a strategic level as well as the operational level.

In IT, recruitment is specialised - consider contracting this service out to an IT specialist recruitment agency next time - last recruitment activity too messy and long-winded.

Discussed using IT recruitment agency to recruit temp staff for small projects with finite timelines.

Discussed the specialised nature of James' area and his key staff - and the need to use succession planning for staff.

#### **Action items:**

Revisit Corporate Plan with Senior Managers at next SM meeting to identify areas of HR research required.

### *Karen Coster, GM Finance and Planning*

Discussed pros and cons of outsourcing particular HR functions - recruitment, redeployment, change management, people management advice.

Karen agrees that some specialist recruitment could be outsourced - includes some financial positions as well as IT.

Discussed how HR function fits in with John Readings corporate plans - some consensus gained about diversifying the HR role into some research based on the company's anticipated expansion into Asian markets within next 12 months.

Generally, happy with overall HR service received to date - not a supporter of outsourcing HR.

*Len Sharpiro, GM Customer Service/Consultancy*

Len needs more timely advice and assistance from HR. Len is going to introduce new work roles, in line with the rollout of the new POS Technology across all stores in Australia (following the initial trial of key stores in Melbourne and Sydney) within the next six months, which will then change the work patterns of his customer service/consultant staff. Len is concerned that many of his assembly staff are over 40 and have been with the company for a long time doing business as they have always done it. He thinks that there may be a resistance to these changes. There is a core group of these staff who have been speaking up about the introduction of the new automated/self-serve POS technology and the changing roles to customer service consultants and/or advisors in "not very favourable tones". Len wants assistance with managing these changes - including how this will impact on his staff's current work patterns.

Discussed other HR functions such as recruitment - Len spends a lot of time on this - need to explore what level of service HR can offer here.

Has had a couple of "rough meetings" with Bettina, the HR assistant in the last 12 months which haven't helped their working relationship. Would prefer to work with someone else who is a bit more "realistic and flexible".

**Issues to follow up:**

Book further appointment to discuss working relationship with Bettina, as well as gain more of an understanding of his change management needs and associated support.

*Peter Martin, Area Sales Manager, Online domestic*

Wants a more solutions-based approach:

"Don't bring me problems - tell me how I can work within the rules but stretch the boundaries" on a number of issues.

Recruitment of sales staff an issue - discussed the practicalities of outsourcing this recruitment function vs. using internal HR staff. Considering budgets - possibilities for using a combination of HR staff and recruitment agency for recruitment of sales staff.

Wants more control over recruiting admin support staff. Difficult to deal with HR staff over issues like this - would prefer complete control, responsibility and accountability for this type of recruitment. Backfilling for admin support staff over holidays is difficult.

**Issues to follow up:**

Explore options of outsourcing part of the recruitment function.

Explore options for using agency for hiring of temp admin support staff.

***Tina Bourke, Area Sales Manager, New Markets (Asia, Sth Pacific)***

Discussed the upcoming focus for the company into the Asian market. Will need assistance with dealing with protocols and customs, as well as advice and assistance with designing international contracts, international contract law, how company insurance is affected by international work, policies on international travel, dealing with international incidents (i.e. terrorism, health epidemics like SARS etc) and how international dealings affect company.

OH&S issues.

**To follow up**

Book appointment to discuss with CEO and National Sales Manager the impact for HR on above issues. Gain consensus on how they should be dealt with, and prioritise what needs to happen first etc.

***Gary Denver, Logistics Manager NSW***

OH&S and people management issues a significant workload - will be hopefully eased once the new shift supervisor has been recruited. Some underlying issues with

equal opportunity issues and possible bullying/harassment - more undertones rather than anything that Gary can put his finger on. No one has reported anything yet to him, but he has walked in on a couple of "incidents" in the staff tea room in the last month.

Wants to have the recruitment of assembly workers and warehouse staff devolved to him - discussed how this could affect his workload.

### To follow up

Discuss with National Publishing and Distribution Manager the possibility of devolving the recruitment function to Gary.

Make appointment to further discuss the suspected bullying/harassment/equal opportunity issues in Gary's team.