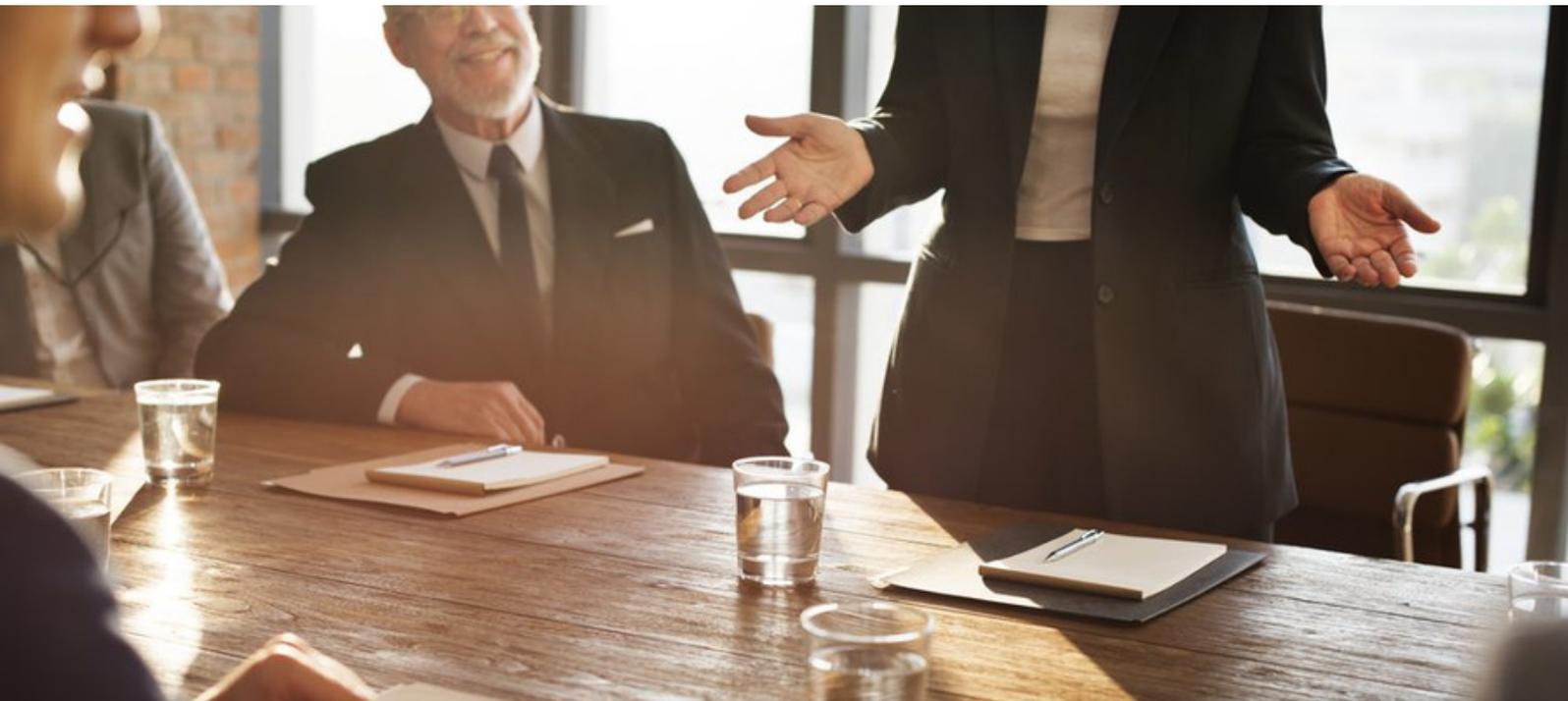


H2R NEWS



We hope you are keeping warm and well during the winter months and have enjoyed Matariki celebrations with your whānau and colleagues!

At H2R it has been all-go with our clients continuing to hire, develop their people and set up their businesses for the future. The winter school holidays and the months preceding an election have traditionally been quieter for us, however this year the trend has been reversed.

We are delighted to confirm that both H2R Consulting and H2R Technology have been successfully appointed onto the new Gen III All of Government recruitment panel. We value our partnership in providing top talent to government and participating agencies and look forward to meeting their future recruitment needs in Auckland, Wellington, Christchurch and throughout the regions.

From the Recruitment Consultants desks...

It is still a tight talent market out there across most roles... and for that reason, posting a job advertisement still won't generate high quality candidates. H2R's database, networks, sourcing (through every avenue possible) and our recent partnership with Ahu Jobs to connect with Māori candidates is essential in ensuring that the strongest candidates are long-listed for our clients.

Candidates expectations have certainly not reverted as many thought they would, in fact, in some cases, we're seeing candidates double down particularly with the cost of living and mortgage rates on the rise. The often-mentioned hybrid and flexible working (not to be confused as synonymous as they are slightly different) is still a major decision making factor for candidates. When offered two similar roles, many candidates are selecting the employers that are open to flex and/or hybrid. And that's another thing that hasn't changed... candidates are still in more than one process at a time. They have choices and they are weighing up their options.



WHAT'S IN THIS ISSUE?

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But it's not only the flex/hybrid that is a consideration. We have seen candidates withdraw from processes after meeting the client as they don't feel the culture of the organisation, or the management style is what they're looking for. In saying this, H2R has seen many organisations making real strides in selling their EVP, their understanding of the interview being a two-way process, and their sincere attempts to attract high performing talent into their teams. We recently saw a client present their benefits in a professional PDF that clearly outlined the more-than-just-salary components included in the package. Health insurance and/or wellness allowances remain attractive benefits, as does additional leave (either long service or to be purchased) and internet reimbursement.

Not all organisations can offer this for a myriad of reasons, although the ones that can offer their version, are reaping the rewards in securing quality candidates in a timely manner.



From the Talent Development Consultants desks...

It's been all about leadership development for this team over the last three months. Our clients really want to invest in their leaders as they:

- want to retain them;
- want to enhance the leadership capability particularly of new leaders;
- understand the link between growing leadership capability, engagement and organisational success.

This team has been travelling up and down Aotearoa delivering leadership workshops, 360 degree surveys and feedbacks, as well as individual leadership coaching.

From the Career and Change Consultants desks...

Many of our clients understand the importance, particularly in this market, of retaining top talent through career coaching as well as supporting people effectively through change. This team has been very busy supporting many change processes in both the public and private sector. Our career programmes are individualised and tailored to suit the specific person's needs. This means that people's emotional wellbeing is looked after as well as them having an increased chance of success in securing their new dream role. Our career webinars on strengthening your LinkedIn profile and having a strong job search strategy have been the most popular and well-attended.

In the Spotlight: Our Finance and Transformation Team



Paul Hodder
Principal Consultant
Wellington



Oshin Robertson
Senior Consultant
Auckland



Mike Healy
Principal Consultant
Wellington

Overall the Finance market has been busy and continues to be. We have many strong Transformation candidates that have recently become available. There are also currently strong candidates that we have sourced who are willing to move for the right roles. Roles with good salaries, flexibility and a great culture.

Here are some of the key trends that have popped up over the last quarter:

- When advertising we are seeing pre-pandemic quality and quantity of candidates applying. In particular, we have strong Programme Manager and Project Manager contractors available. Now is a good time to secure this strong talent which isn't always available.
- There are a lot more options available for candidates in transactional accounting roles, such as Accounts Payable and Accounts Receivable, with good remuneration packages being offered.
- Payroll continues to be very busy at all levels from entry-level, business-as-usual roles to Payroll Manager positions. Candidates in this space can also be fairly selective and therefore offers need to be attractive from the outset.

Sorry, but we have to let you go



There's no getting around it – redundancies happen. But the way an organisation deals with those involved can make all the difference. The key, says Karon Campbell, is to ensure each individual is treated with dignity, fairness and consistency.

If you had to tell one or more of your loyal staff “Sorry, but we have to let you go,” wouldn't you want to make sure that they had the very best change and transition support available to them? Support which:

- Is appropriate for their immediate, long term and individual needs; and
- Helps them in a proactive and pragmatic way to make a successful transition to a new role within your organisation or a new role or career in the external market.

The Change and Career team at H2R recommend that your leaders fully understand their responsibilities in this sensitive situation. We have, for many years, advocated that three important principles be front of mind when planning a change which has an impact on people's roles and the structure of the organisation - treat each individual in your organisation with dignity, fairness and consistency.

It sounds straight-forward and pragmatic, but the need for authentic consultation, considerations around good faith, and for effective leadership can complicate things if leaders are not trained to effectively manage this situation. Tried and trusted change methodologies can be mixed with 'what works in your culture' and this results in a strong communication plan which ensures that leaders do not damage the business, your employees or themselves.

Key considerations include:

Consultation and Good Faith

- Feedback during the consultation process must be given due consideration, and communication of any further changes to proposals done in a timely manner. Good faith underpins this process.

Announcement Day and Consultation Support

- As part of an effective change and transition management plan, it is often advisable to have independent support available onsite on the day that announcements are made, and that support is available throughout the consultation process. This will ensure that leaders and employees feel supported as they have an independent, confidential environment in which to voice their concerns, deal with their emotions and contribute to the consultation process in a positive way.

Inplacement (Redeployment)

- Where there are realistic redeployment options within the organisation individuals will often need help to review these options and prepare themselves for internal, contestable recruitment processes. By engaging external career consultants at this stage, the organisation is providing independent, confidential and unbiased support to people who wish to make informed career decisions, and present themselves professionally.

Outplacement Support

- A successful change and outplacement process should have a tangible and positive impact on the organisation, its employees, its performance and, most importantly, be successful in assisting existing employees to transition to new roles and careers.

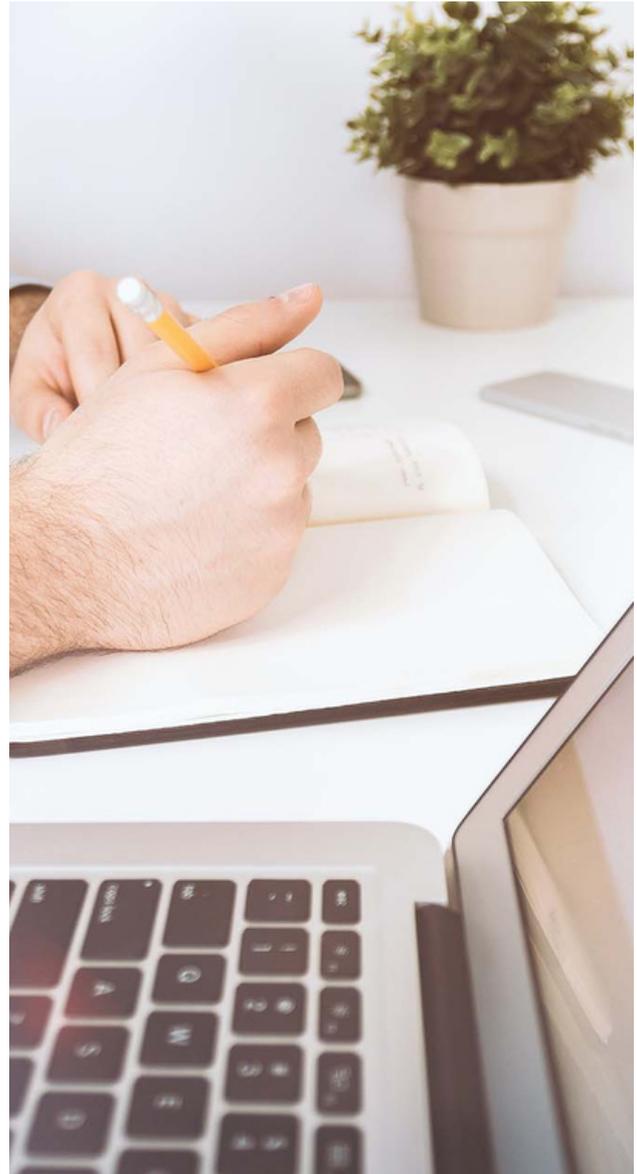
Key drivers for an organisation to provide change and outplacement support include:

- Concern for affected, transitioning employees – minimising anxiety and disappointment;
- Minimising ‘flight risk’ and ensuring employee retention in key roles in the new structure;
- Ensuring that remaining employees stay focused and engaged;
- Protection of the image and brand – to be seen as an employer of choice;
- Mitigating possible legal costs.

An experienced and well-connected outplacement specialist will have the know-how, coaching skills, and strong networks that they can call on. This will help to speed the transition process, as well as minimising personal and emotional risk, for each of your impacted people.

Why Offer Change, Career Transition and Outplacement Support

Organisational restructuring can be a difficult process for all concerned, especially when it results in redundancy. The effects on all parties involved cannot be underestimated – our jobs and the organisation we work for are a significant part of our lives and our identity. Providing strong support for individuals and teams during this time of change is, quite simply, the right thing to do!



In Summary: Guidelines when leading change, the redundancy process and employee transition:

When planning for restructure and redundancies:

- Engage and train your leaders to do it well;
- Provide scripts, guidelines and the opportunity to discuss and practise;
- Communicate the process and critical timelines effectively;
- Treat everyone with dignity, fairness and consistency;
- Ensure that 'good faith' underpins the process;
- Provide support for those whose roles are directly affected;
- Support remaining leaders and employees.



What's Happening in the H2R Team?

We are excited to let you know that after eight years in our Talent Development team Kerry Pattinson has moved across into a Business Support Recruitment Consultant role in Wellington. We are also delighted to have Georgia Hall join our Wellington team as Recruitment and Assessment Coordinator. Both Kerry and Georgia have 'hit the ground running', making a fantastic impact and contribution to our team.

We have held General Manager HR lunches in both the Waikato and Wellington over the last quarter. It has been fantastic connecting with our Executive clients and understanding their key strategic priorities and challenges.

Winter has been no time to hibernate - we have enjoyed connecting with each other through mid-winter Xmas parties, escape rooms, supporting the Pulse netball team who we sponsor, undertaking food drives for the Salvation Army, holding pink ribbon breakfasts to raise money for breast cancer and supporting pink shirt day to ensure we are creating inclusive and supportive work cultures in Aotearoa.

