

Association engages with Ministry

The Association recently had a very successful meeting with the Head of Ministry of Business and Innovation Resolution Services after complaints from HR professionals about mediation dates being allocated to employees who have not first raised an employment relationship issue with their employer.

The Ministry has confirmed "MBIE does agree that employment dispute applicants should in good faith approach the other party to enable the dispute to be resolved without the need to engage a mediator. If this approach is unsuccessful, the party can then look to resolve their dispute using MBIE's resolution services".

They advise that they have reiterated this to their staff and also shared their mediation scheduling process with us, which you can find in an article on page 4.

What became clear during the Associations meeting is that our industry has not

been contacting Resolution services to raise these issues in the past or to form a positive working relationship with MBIE overall. The Ministry has shown a great openness to consultation from the industry, in fact they told the Association that they welcomed it. They also advised the Association that the HR industry had not been in contact prior to our meeting request. This led us to ask, why has our own industry not engaged with one of the key players in the employment relations landscape?

The Association believes that unfortunately there seems to still be people working in the industry trapped in the past, in a '1950's closed door personnel mind-set', who do not see the value in working closely with government to lead and promote our industry.

Change will not happen, our industry will not advance, if heads are buried in the sand, concerned only with operational matters.

It is time to step up and lead.

And this is exactly what APP is doing. The Association has started to develop a positive two way relationship with MBIE, where the industry can have a voice on policy and outcomes.

The outcomes to date have been a confirmation of the approach to mediation and assurance that MBIE staff are trained on the process, an offer to assist the industry with training on how mediation works, and involvement in the project to update the employment relations information available on their website.

Watch this space for further updates.

In the meantime if you experience any problems or issues with resolution services or mediations you should let the Association know so that they can be raised with MBIE.

Contact us by email on info@appnz.org.nz

This month online

Here are our top 3 must see TED Talks. Watch them as part of your own personal development or make it a team event. Provide morning tea, watch the talk and then have a 10 minute discussion on how you can use the ideas in your team or your work.

Shawn Achor : The happy secret to better work

We believe that we should work to be happy, but could that be backwards? In this fast-moving and entertaining talk, psychologist Shawn Achor argues that actually happiness inspires productivity.

Simon Sinek: How great leaders inspire action

Simon Sinek has a simple but powerful model for inspirational leadership all starting with a golden circle and the question "Why?" His examples include Apple, Martin Luther King, and the Wright brothers ...

Margaret Heffernan: Dare to disagree

Most people instinctively avoid conflict, but as Margaret Heffernan shows us, good disagreement is central to progress. She illustrates (sometimes counterintuitively) how the best partners aren't echo chambers -- and how great research teams, relationships and businesses allow people to deeply disagree.

Next issue

We'll be looking at:

- Medical Certificates
- Interns
- Payroll

HR Professionals

L&D and OD Professionals

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Chartering the future

You can ask 10 CEO's what HR is, and you will get 10 different answers, depending on their previous experience of working with either "a good or bad HR practitioner". You'll also find that they rate the value HR adds very differently, often HR isn't even sitting on the executive team.

You can ask 100 employees what HR does, and you'll get 100 different, and often very negative answers. "Fire and hire people right? That's what they do, when we see them!"

How can an industry be so misunderstood? It's been an academic discipline for some time, and there has been an industry body that represented HR for many years. What have they been doing to lead the HR industry? Not what needs to be done it seems.

It feels like HR is stuck in the past and just a little bit worse for wear. Stuck in a past where anyone can work in HR and there are no minimum standards of knowledge or competency.

That's not to say that there are not fantastic HR practitioners out there who are stepping up and taking leadership roles, pushing the boundaries and helping their businesses succeed.

In fact, many of these fantastic practitioners are part of APP applying to join as Professional Associates, volunteering their time as Advisory Panel members or supporting the Association.

Unfortunately stories still abound from employers and employees of bad HR managers who hide in their offices, write unusable policies, give the wrong advice and have no idea of how their businesses work or what motivates their employees.

Our accounting colleagues don't suffer from the same misperceptions. CEO's understand what Finance and Accounting do, they know what value they add, and they know what a good accountant looks like.

We believe that this is largely due to the well-established chartering process in place. Lawyers aren't misunderstood either.

Accountants and lawyers don't spend their days explaining what they do and why you should follow their advice, because their industry bodies have set up formal assessment and recognition of skills, require on-going professional development and have a process for managing those not living up to the standards required.

The work that people professionals do is just as important as accounting and law, if not more, as people are at the heart of every business. It's seem so simple to elevate it to the same level as accounting and law, you have to ask really, why hasn't it been done before?

One of the Association's mandates is to improve the capability of the HR and people professions, and implementing a chartering process is top of our list to do this.

The Association is starting with HR, and will extend chartering to all its disciplines over time. Chartering is formal and robust recognition of skills and experience. The chartering process will be developed by the Association and the HR Advisory Panel.

It is looking at what works overseas and consulting with HR and business leaders in NZ, along with professionals who have had this level of recognition from overseas HR industry bodies, to create a framework that assesses the knowledge, skills and experience of HR practitioners.

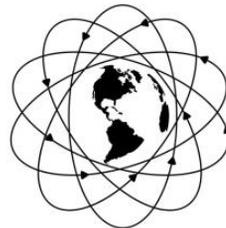
It will be a structured process that also includes assessing the application of these skills and knowledge in the workplace, and the contribution that the HR practitioner has made to business success. It will be a way for HR practitioners to demonstrate their expertise and the value they add, and take their career to the next level.

Chartered Associates will commit to on-going professional development to maintain their status, their on-going licence to practice. APP will work with businesses so that they understand what it means to be a Chartered

Associate and how a Chartered Associate can help their business grow and be successful.

With Chartering behind us as a profession, APP believes that HR will be empowered to take the leadership role it needs, with practitioners that are equipped with the knowledge and skills they need to help NZ organisations succeed.

If you are interested in joining APP and working towards chartering, apply to become a Professional Associate, and join the future of HR.



Contact the People Planet

The People Planet is published bi-monthly by the Association of People Professionals (APP).

To contact the Editor or enquire about advertising email

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Actively Disengaged

*Posted on 'Up the Down
Escalator' on 30/7/2015
by Richard Westney*

I see Neil Morrison (Head of HR for Random House in the UK) has been having another crack at the employee engagement industry. And Amen to that. This topic is a great example of how reading opinion pieces like his and getting involved in social media discussion has shaped, challenged and ultimately influenced my thinking over the last few years.

As a result, I confess I have become increasingly cynical and suspicious of engagement surveys and the information they provide, and I talk from experience of using 3 or 4 of the biggest ones on the market in the different organizations I have worked for.

15 years ago they became the latest tool in HR's armoury. Sure, staff surveys had been around for a while but measuring engagement was a new development. This was going to fix everything and we all jumped eagerly onto the bandwagon. But what happened?

Engagement surveys became an exercise in marketing spin and shit kicking, and gave us the opportunity to point fingers and blame everything and anything else other than ourselves as managers. There was always another department with results worse than your own.

All those pleading "please complete the survey and have your say" emails /roadshows/posters that we churned out of HR.

And the staff told us:

- we aren't paid enough
- there is not enough training
- our benefits aren't flexible enough
- not enough social events
- no follow through on performance management
- no career progression
- our culture is rubbish because you took the biscuits away etc. etc.

While that was fine ten years ago as most organizations had

little or no self awareness and the mushroom effect was still very evident, the world has moved on. But the surveys still ask the same questions year in and year out. Why? Because they've made an industry out of it and introduced the element of competition.

Whether it's winning one of those best employer awards because your engagement is the highest, or just benchmarking against anonymous industry competitors, improving the engagement score has become the holy grail for many a leadership team and the hook these surveys use to keep you, ahem, engaged.

Not enough winners? No problem, we will have a category for each industry! And you can aspire to be the best of the worst if your culture really is that bad.

And part of me suspects the actual engagement score, usually based on only a few questions not the whole survey because it's a really serious science (cough), is kept artificially low and hard to achieve so the clients keep coming back year after year on the off chance the score will dramatically improve. It never does, certainly not in the larger organizations. This is my experience at any rate.

It is absolutely important for staff to have a voice, to feel listened to and that their opinion matters. It is important to treat and manage staff in the right way with honesty, authenticity and transparency.

But, and this is a big but, I struggle with the survey mentality because I am also of the view that we get paid to turn up at work every day and perform to the best of our abilities. And if we don't like it we have a choice.

Life is too short to work for companies and/or managers that don't lead, inspire or motivate or value your contribution. And if companies don't do this, now and into the future, they won't survive. And don't deserve to.

I have often given very honest and constructive feedback and comments in surveys, then hated myself for being negative and passively aggressive, and everyone else when the results come out and don't accurately reflect the big issues that most were too spineless or oblivious to point out.

Rather than being a win/win, I find the whole thing to be a lose/lose. No one comes out of the process feeling better.

Is this your reality? Trying desperately to get more than 50% of your staff complete the annual survey then waiting weeks for massive files of data that you break down by department, office, team etc so you can analyze it to death and spend months running workshops and developing action plans because you don't know what the results really mean watching frustrated as nothing changes because by the time somebody gets to make a decision everyone has forgotten what the issue is and, despite all HR's hard work, the engagement score has barely moved.

If that sounds like your world, then it's time to ditch the survey and start again.

Someone in your organisation needs to put their hand up and say "this isn't working, it isn't making a difference." And that means YOU in HR. Be brave, challenge the status quo and be that difference.

There are newer survey tools out there that have more of an individual focus and give you instant and simple results and clear actions. Seek them out. Don't let your managers hide behind collective data and action plans that will quickly be fudged and forgotten.

My challenge to you for the rest of 2015 is to completely remove the words "staff engagement" from your

professional vocabulary and thinking. Just get on with doing the stuff that really matters. Go on, try it. It won't hurt a bit.

About the Author: *Richard is an experienced HR generalist who has held senior HR roles with Fonterra, KPMG and FNZ, a successful technology start up. Currently a Wellington-based Client Partner at HR Shop, he believes in putting back into the HR community and helping to raise the bar so writes this blog and is active across social media and an active mentor of students and young HR professionals. Richard is also a Professional Associate and HR Advisory Panel member of the Association of People Professionals.*

Benevolent fund

How does the benevolent fund work? \$5 from every Professional Associates fees goes into the APP benevolent fund.

This will be used for Associates with financial difficulties who apply, to either fund their fees or help with professional development.

If you would like to donate to this fund then please contact us on info@app.org.nz

There is more information about the Benevolent Fund on the website www.appnz.org.nz

Uncensored

Join the APP LinkedIn group to discuss issues.

We promise there will be no removing posts in this group if you disagree or question things! APP is about challenging each other and taking our industry forward and so the censorship that has happened in other HR groups will not happen with us.

To join the group just search for 'Association of People Professionals' on LinkedIn and apply to join the group.



Resources for Associates

The Association is working with CCH to provide Professional Associates with resources to use to deliver excellence in HR.

It is not enough for resources to provide legally what you need to say, they also need to help Associates solve rather than antagonise the problem.

We will keep you updated on progress on this.

Stop Press: ERA changes

On 12 August 2015, Workplace Relations and Safety Minister Michael Woodhouse announced the appointment of a new Chief, three new members and the reappointment of eight current members of the Employment Relations Authority (ERA).

Long serving member Jim Crichton has been appointed to the position of Chief of the ERA, replacing the late Rosemary Monaghan.

The Association will be interested to see if a new Chief makes a difference in some of the decisions that have come out of the ERA recently, some of which have been difficult to understand, let alone apply in your HR practice.

Some decisions appear to defy logic, and APP will be lobbying for industry consultation with regards to appointments to ERA going forward.

APP's mandate is to lead and advance the people professions, and contributing to the debate about how the ERA works and delivers judgements is one of the areas we'll be working on.

Recipe for Disaster



Ministry of Business, Innovation & Employment (MBIE)'s Mediation steps

The first step when an employee has an employment relationship problem is to raise it with their employer, so that the employer has a chance to respond.

We have heard of a few cases, where the employer has heard there is a problem from mediation services, not the employee. So we discussed the process with mediation services and they advised that they follow this process when receiving a complaint:

If a complaint is received for employment mediation MBIE staff will ask the applicant if they have raised their concerns directly with their employer.

If the applicant states that they have not advised their employer, MBIE staff will

advise that they will need to raise their concerns directly with their employer as the employer needs to be informed that there is an issue and have the opportunity to resolve the matter.

The applicant will also be advised that if their issue is not resolved after they have engaged directly with their employer, MBIE will accept their dispute application and will initiate a dispute resolution process i.e. mediation.

If MBIE decides that the circumstances of the initial dispute request requires MBIE to directly contact the employer, this will require approval by Senior Case Management staff to ensure that this approach is appropriate.

All MBIE staff have been trained in their process, and there has also been a lot of training and development work happening for mediators themselves, as MBIE aims to offer a consistent and quality service across the country.

If you experience any issues with the quality of mediators, or with the mediation process not being followed please let APP know by contacting us on info@appnz.org.nz so that we can raise these issues with MBIE.

Thinking of a different career path? MBIE now have several of mediators with an HR background and advised us they are interested if more HR people are keen to apply.

Your job advert – right here!

In future editions, APP will have a situations vacant section. If you'd like to list your role in the newest HR publication to hit the streets, then just email info@appnz.org.nz for more information!

Corporate Addictions in Leadership

Posted on 'HR Musings' on 3/7/2015 by Kylie Telford

I quit sugar. For anyone who knows me this was no mean feat. It was after a weekend where I'd eaten 18 mini Milky Way Bars and then snuck two of my daughters Easter Eggs and still didn't feel satisfied that I realised it was a problem. A huge, sugar addicted problem. I resolved to give it up. First week I let myself have a couple of slip ups, but guess what? It didn't work, I was straight back to consuming family bags of lollies in no time. So it had to be cold turkey, all or nothing.

Now there is one exception to this...alcohol, I have to have one vice right?! I'm already coeliac and dairy intolerant so it doesn't leave a lot! However I have changed my habits there too, I'm more conscious of my choices – soda water now being my only mixer for example. The results? Eight weeks on I no longer spend every day wondering when it's an appropriate time to have that first "hit". The long term health benefits I think will be obvious, but so too, my skin is better, I sleep better and have lost weight – a happy side effect!

Also, I've noticed it's affected my daughters attitude towards sweets, now that mummy's not having them (for the record I always very closely monitored her intake – easy to tell someone else what to do right!?) she's no longer asking for them either, so better all round for both of us.

The obvious and wide reaching benefits of giving up this addiction have been awesome, and I've resolved to keep it up. But it also got me thinking about workplace, for this post particularly leadership addictions or patterns of behaviour, that currently detrimental, if changed could also turn to work in you or the organisations' favour.

For example are you the type of manager who has to have the last say? Who won't ever back down and admit that you may be in the wrong? Do you even recognise this in yourself? For sometimes addictions creep up on us without us even realising.

Are you the type of leader that can do everything yourself? Do you fail to delegate to your staff, or fully utilise them for their knowledge and competencies, complaining that you're too busy and overworked, but loathe to give anything up for a multitude of reasons ranging from control, through power and blindness?

Or are you the corporate psychopath? The leader who thinks nothing of other's feelings and emotions, of how what you do and say may affect others? Are you the absentee boss? Do your staff wonder who you are and what you do from the top of your ivory tower? Is bullying your tactic? Do you use this as a way to manipulate staff into your desired results?

All of these scenarios are very real, and in the worst cases there are leaders displaying one, more or all of these behaviours. The results? A disengagement and disillusionment of staff meaning you are not getting the best out of your employees and ensuring an adverse effect on productivity. It's likely too that a breakdown in culture would ensue, or worse, a reactive culture is born out of suspicion, wariness and fear of the leader or manager.

The good news is many behaviours once identified can be unlearned. This may take time and hard work, but ultimately the benefits far outweigh any short term pain.

In terms of engagement, retention, churn, attraction, absenteeism a positive trending curve would emerge, which ultimately leads to a positive impact on the bottom line.

So whilst your corporate leadership addictions may not be as extreme as these examples, look at yourself. Really look at yourself – what could you change about your behaviours, habits or otherwise to positively impact your organisation and its employees? And maybe you wouldn't recognise these behaviours in yourself? Is it time to ask for honest and upfront feedback – and if you did, could you 'take it'? I quit sugar, now the corporate challenge is on...



About the author: Kylie began her career in advertising and sales across industries including media, yacht sales and real estate.

A change in lifestyle saw her "fall" into HR leading to the discovery that it was the career path for her. Study followed and for the past eight years she has been in HR roles

providing a generalist service to sales teams.

Kylie has something of a passion for the areas of recruitment & onboarding, organisational culture, productivity, performance and engagement. Kylie is also a Professional Associate of the Association of People Professionals.

HR Advisory Panel Profile: Sarah Mannion

To ensure the Association is closely aligned with its key stakeholders and industry, it has separate Advisory Panels for each discipline. Panel members come from a diverse range of backgrounds and have all generously donated their time as volunteers to help build and create APP to lead and promote the people professions. The Panels exist to ensure that APP "keeps it real" and to provide input into the development of APP including reviewing Professional Associate applications, input into tertiary and industry training initiatives, development of the chartering process, and creating the Compulsory Professional Development programme. In this month's issue we meet HR Advisory Panel member Sarah Mannion.

Sarah Mannion is the Chief HR Officer at Fisher and Paykel Finance. Prior to this Sarah comes from a Banking and Finance Operational background having led large teams in both the Bank and Finance Companies and is relishing the opportunity to put her skills into practise across the organisation leading the HR Team. Sarah is a passionate leader focusing on values, wellbeing and development of people. Sarah has a Diploma in Business and in 2015 attended the EY/ Darden Executive Leadership Programme.

Last week we chatted to Sarah about her involvement with APP and her thoughts on HR. We asked her why she was on the Advisory Panel.

She told us that she is keen to be involved in such a progressive organisation, represent our industry and be associated with likeminded people who are driven to make a difference.

Sarah recently became a Professional Associate and she said that she applied to recognise her skills to provide credibility across other industries and to support her career development with a chartering process.



We talked about Sarah's move into HR and what she loved about her job. She explained that she had come from an Operational background and the part she always enjoyed was working with people. She has found that moving into an Executive HR role has used her Operational Business credibility as a foundation to work with the Executive team, supporting the CEO and embedding Fisher & Paykel's values based culture with the best talent to deliver their business results.

We talked about the current debate about transforming HR and Sarah told us that she sees preconceived views of HR as the biggest challenge in transforming HR. She explained that many people think HR do "fluffy" stuff and if they stopped this it would save money. Conversely if HR turns up to a meeting they think there is "trouble" as HR are involved.

The HR transformation is a slow process demonstrating value and delivering results. The "old HR" that some people are familiar with is not transformational HR, the challenge is people understanding that it takes time to embed a new HR culture.

Finally, we asked Sarah what one thing she thought HR Professionals could do right now to transform HR in their organisations? She said that they should work with people in the business to understand their challenges. She advises "Don't tell people what they need - listen to their challenges and work with them to respond".

Professional Development for Profit?

Recently, on 11 August 2015, the National Business Review (NBR) reported on legal action taken by the New Zealand Institute of Chartered Accountants (NZICA) against a group of its own members who have successfully registered a new organisation called the Chartered Accountants Network Incorporated (CANI). NZICA has accused the new group of using a name "likely to deceive or mislead the public". However, CANI appears to think it's more about whether an industry body should be profiting from its members' professional development.

Unfortunately, here at APP, this type of legal action is all too familiar. Back in September 2014, the Human Resources Institute of New Zealand (HRINZ) made a claim about the Association's original name, Chartered Human Resources Institute (CHRI), and went on to sue a number of parties, including individuals, in the High Court.

The parties being sued made the decision not to enter into a long legal battle about the name, and after consultation with the industry, the name was changed to the current Association of People

Professionals (which we're really happy with as an inclusive name for all professionals that work with people in organisations including HR, payroll, learning and development, talent advisors and organisational development).

With the NZICA case, what caught our notice at APP, was not only the similarity with the action being taken by a much bigger organisation against a new smaller one, but also the assertion in the NBR article by the organiser of CANI that he believes the action is about threat of competition in the professional development arena. CANI are looking to provide a cost professional development in a more flexible way to meet the needs of members and employers.

APP believes in continuing professional development for its Associates, to keep skills and competencies up to date. Having the right, relevant skills is a cornerstone of being a professional.



All APP Professional Associates will be required to complete 20 points worth of compulsory professional development each year to keep their Associate status. No ifs, buts or why's. You need to do your CPD.

This is new for NZ HR Professionals who have not had an industry requirement to keep their skills up to date before. Although new, the concept has had very broad support with HR and other people professionals within NZ who are committed to their own learning and development, and providing the very best value to their organisations.

But the question that seemed obvious after reading the NBR article is, should your professional industry body make a profit off your compulsory professional development? APP's view, is NO, it most certainly should not.

A professional association is not a commercial training or conference provider. It is an industry association that should lead and advocate for the advancement of its industry. APP is committed to ensuring there is a variety of quality CPD options for Associates and accredits providers so Associates can have confidence that a provider's

training or conferences will add value to their professional development. However, those providers deliver and charge for their courses and conferences, with APP receiving no income. APP does run events, Professional Development events which are 1.5 hour workshops on a variety of topics, at 4 levels, run across the country.

These events carry CPD points, and are free for Professional Associates to attend. APP also runs free HR Download events for members to network and share and discuss ideas with like-minded colleagues.

Both these events are run to break even to support Associates learning and development, not run for profit. And they never will be.

That's the Association's promise to you.

To find out more about Compulsory Professional Development visit the APP website www.appnz.org.nz and click on the Professional Development tab.



HR Download Events

HR Download events are a chance to meet with like-minded HR professionals to grow your HR skills and discuss your HR issues in a confidential relaxed networking environment. There will be time to get to know your fellow attendees as well as some facilitated networking, so you will go home with new ideas to try out!

Our first HR Download in Wellington is free to attend (there will be a voluntary koha box at the door if you wish to donate a gold coin to help cover the costs). However places are limited, so please RSVP with your name, company, email and contact number to info@appnz.org.nz

Future HR Download events will be free for Professional Associates only.

HR Download: Wellington
23 September 2015
5.30 – 7pm
Bistro 169,
Mercure Wellington
(Abel Tasman Hotel)
169 Willis Street,
Wellington

Right to Know

Posted on 'Christopher in HR' on 7.7.15 by Christopher DeMers, USA

Few things are sadder.

Not long ago a friend of mine was commiserating about some nasty work she's had to do at her company. Okay, she was crying in her beer but at its heart, that's commiserating.

Its no secret HR has its share of dirty business – seems like we become everyone's BFF when there's some unpleasant affair to be handled – but this is among the worst.

My friend just let a number of people go due to "performance" that nebulous, euphemistic label we often toss around too lightly. Yes, I agree, people need to perform: public, private or NGO, people have got to put forth effort consistently over time to get results, and yes, results are what count, not effort.

Yet my friend wasn't broken up because of the releases per se. She was bothered because the recipients of the news didn't know they weren't performing.

What? you ask. How is that so?

Easy. Managers don't manage and their culture doesn't compel them to.

Let's be clear: if there is one thing you could do today to increase the overall performance in your organization and to drive collaboration and participation even higher, it would be to start practicing candor. Having read Ed Catmull's latest book (not a "must-read" by the way but with some nuggets) I have reaffirmed my love of candor.

Yes, I've always been a fan of the truth and earlier blogs of mine have acknowledged that in my early days I used this indiscriminately needlessly hurting people with it. Thank heavens I've grown without outgrowing candor. We need it.

There is nothing more heart-wrenching than to watch someone who's been oblivious to the social signs – missing all the signals that they weren't performing – have to hear from a stranger (née HR) that they're not successful.

Why don't we share this assessment real-time when

people can do something about it? Why don't we tell people what they have a right to know?

Many times I've heard managers exclaim that they did tell people, or, alternatively, that they didn't want to hurt their feelings. Or even worse, that they didn't know how to tell them.

Let's deconstruct this bullshit.

Unless you utter the words "your performance is unacceptable" you have not actually told low performers they're in trouble. But here's the thing: you owe them that. They have a right to know that they're not delivering what they should. Not hurt their feelings? Puh-leeze...

Do you think its better to have an HR geek let them go down the line so you could save some tertiary feelings? And oh yes – you don't know how to coach them? Well, go get some coaching from HR: that's what they do!

I have passion over this topic because it is so damaging to watch people walk out the door who might have been turned around had they been apprised early enough about their performance needs. Get serious and get your job done. This is a failing of culture, management and HR.

Tell people where they stand with empathy and candor. They have a right to know.

About the Author:

Christopher Demers, CP, SCP, SPHR has been practicing human resources management for 25 years: one day he hopes to get it right. He specializes in executive coaching, employee relations and getting people aligned.

Book Reviewer wanted*

The People Planet is seeking a talented, dynamic and highly experienced volunteer to review publications of interest to Associates.

The ideal candidate will be a self-starter with a 'can-do' attitude able to work without supervision and little or no editorial direction.

No experience is required, however a doctoral level degree in journalism and the ability to use various computer programs would be an advantage. The ability to read English or a similar language would also be of assistance.

A forklift license is not required.

If you believe that your personality profile meets these vague specifications, please make application to the Editor, People Planet, attaching a hand written cover letter and curriculum vitae in a Word 2.0 format on a 3.5" disk.

*If you can write a more appalling job ad, do it and we will send a free book to the worst one.

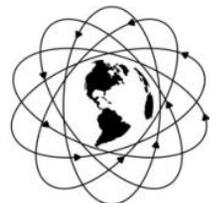
**We really do need a book reviewer, email peopleplanet@appnz.org.nz

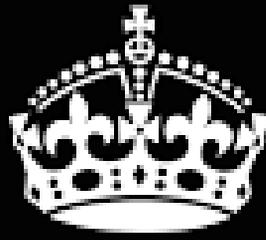
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