

# RecruitNews

News that matters for Australian employers

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Issue 8—Spring 2017

## Developing Millennials to Become Our Next Leaders

The millennial boom has major implications for society, and employers are no exception.

Australia's Growing E-Commerce Industry and the Effect on the T&L Landscape  
**Australia's Perception of the Manufacturing Industry**  
The Importance of Corporate Culture in WHS  
**The Overlooked Source of Talent in today's workplace**  
Payroll, its a critical business function — is yours in order?

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Trojan Recruitment Group





# Comments from the CEO

Welcome to the 2017 Spring Edition of Trojan RecruitNews, a free bi-annual publication providing insight and news for businesses in all industry sectors across Australia.

In this edition of RecruitNews, we take a close look at the millennial boom, and the implications for society and the workplace. Millennial employees bring new skills and an appetite for innovation, they also are more willing to move between companies compared to the generation before them, however in a recent report published by Deloitte it seems that businesses are not doing enough to develop millennial talent to create the leaders of tomorrow.

We also take a look at the Transport and Logistics Industry and explore the impact that ecommerce is taking on the industry. With growing urban populations, the increasing popularity of online retail and rising service expectations, for Australia to stand any type of chance at offering a comparable delivery service in Australia's major

metropolitan areas, the logistics industry needs to make some major adjustments and changes.

Another industry in Australia, which receives significant attention is the Manufacturing Industry, and often on the negative side, however it seems that Australians perceive the manufacturing industry in a different light than what was expected. Australian manufacturing has endured hard times for several years, however most Australians recognise the importance of manufacturing to Australia's economy, for local jobs and to national prosperity.

Workplace Safety is an important element for all organisations, and an organisations culture is important for a business to achieve a good WHS performance. There is strong evidence that performance is improved when organisations address WHS risks along with other important business risks.

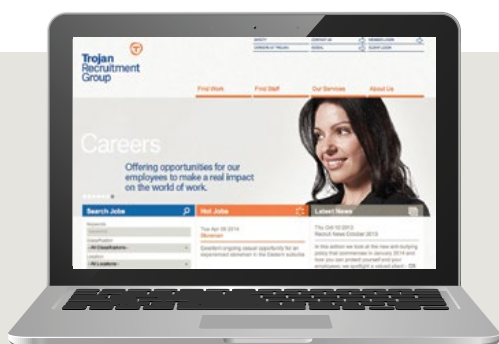
Finally, we address one of the most overlooked sources of talent in the workplace today — people with

disabilities. Many employers are aware of the benefits of having a diverse and inclusive workforce, however there are still major shortfalls in terms of inclusion of people with disabilities.

Also included are our regular articles on Australian industry sectors — Construction, Manufacturing, Services, and Transport & Logistics, Australian economic and employment statistics from the ABS, Trojan employee spotlight and Trojan news.

I hope you enjoy our Spring 2017 edition of RecruitNews and we look forward to being able to provide you with all the relevant and timely views from all perspectives of recruitment and workforce management across Australia.

**Peter Melki,**  
Trojan Recruitment Group  
Chief Executive Officer



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**all this and more...**

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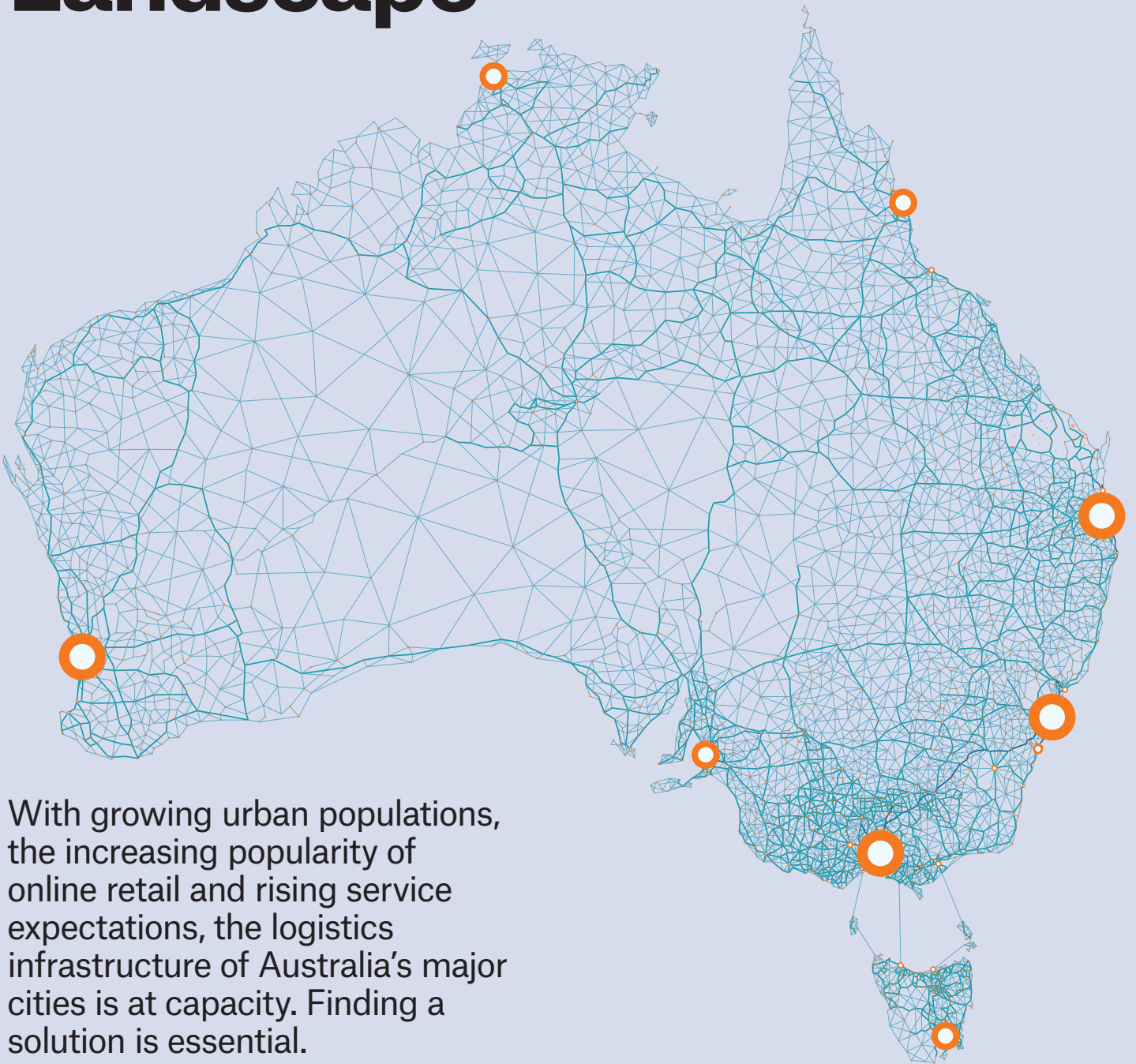
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# Australia's Growing Ecommerce Industry and the Effect on the Australian T&L Landscape



With growing urban populations, the increasing popularity of online retail and rising service expectations, the logistics infrastructure of Australia's major cities is at capacity. Finding a solution is essential.

**Australia's shoppers have embraced the convenience, choice and price competitiveness offered by e-commerce. In a recent study by Roy Morgan, Australians spent an estimated \$41.3 billion on online shopping over the last financial year, almost 10 per cent up on the previous year (up from \$37.8 billion), with four out of 10 people saying that they make an online purchase at least once per month.**

Australia is one of Asia Pacific's most highly developed eCommerce markets.

The fastest growing online shopping categories in Australia by total dollars spent year-on-year are Baby & Nursery (up a large 42.8%) followed by Travel (up 21.9%) and Health & Beauty (up 14.5%). Other categories to grow at an above average rate include Sports equipment (up 12.1%), Pets & pet products (up 11.8%), Clothes & shoes (up 9.9%) and Food & Beverages (up 9.6%) — as a new trend of ordering 'fast takeaway' delivered by the likes of Deliveroo, Foodora and Ubereats takes off.

With a population of just 25 million, ecommerce in Australia offers a substantial market size and a tech-savvy consumer base that is open to online shopping. It is largely fueled by a stronger economy and infrastructure, rather than the number of consumers. Australia is ahead of largely populated nearby Asian countries for a number of reasons, including the following:

- 1 High internet usage** — Australians are highly connected, with an average of 3.1 devices per person, one of the highest rates worldwide. 85% of people in Australia have internet access and the number of users is increasing at a rate of 1.7%. Globally speaking, this is a very high proportion and ensures that ecommerce websites are able to easily reach a large audience. Australia's are also very active online with 93% accessing the internet daily with an average of 23.3 hours per day.
- 2 Australians Love Cross Border Shopping** — Australia is geographically a long way away from where much of the products that we consume are created, primarily USA and Europe. As such consumers turn to online shopping to access products not available in Australia. Also up until 1 July 2017, products with a value of under AU\$1000 were exempt from customs, duties and taxes, making overseas buying even more appealing.
- 3 Preference for shopping online** — 65% people of Australians shop online and this trend is steadily increasing every day. Australians are quite used to purchasing things on the internet and 79.4% internet users prefer this to traditional shopping. While the majority of Australia's population lives in Greater Capital City areas, close to 8 million residents live in rural, often hard to reach places with reduced access to bricks and mortar shops. For these residents, online shopping presents an opportunity for greater variety and cheaper prices.

While Australian consumers uptake of e-commerce has been rapid and broad, the nation's delivery infrastructure has struggled to keep up.

A 2016 PowerRetail survey revealed that only 20% of Australian eCommerce operators offered free shipping for their customers. Despite a strong local logistics infrastructure, 30% of Australian eCommerce operators cited efficient order fulfilment and managing shipping costs as their biggest challenges. With over 50% of online shopping done cross border, there is pressure for local eCommerce players to stay competitive by offering same-day delivery and delivering to multiple locations.

It will take time for local internet retailers and traditional bricks and mortar retailers to catch up and offer the kind of delivery services seen in Europe and the USA, with the biggest issue being time and facility to deliver quickly across our country.

Both city and countryside dwellers in Australia have long since accepted that longer waiting times are just part and parcel of the online experience in Australia.

Amazon for example promises lower prices and faster delivery times, offering delivery times of one hour in its US and UK Markets. This type of service, if rolled out into the Australian market may put pressure on existing local retailers and the supply chain.

## **To stand any type of chance to offer a comparable delivery service in Australia's major metropolitan areas, the logistics industry needs to make some major changes.**

While the 2017-18 Federal Budget earmarked money to fund infrastructure projects, the focus is on getting freight in and out of the country via ports and rail, though little thought has been given to the still fragmented domestic delivery task, which is handled by numerous companies that struggle to keep up with the leap in b2c shipping.

For packages needing to be delivered to highly populated residential and business areas, a reliable means of transferring cargo into city centres is needed.

Industry expert and Ferrier Hodgson Partner Brendan Richards had a sobering message for transport and logistics in what he says is a "VUCA world", based on the acronym currently common in managerial circles for "volatile uncertain complex and ambiguous".

Over the coming years, if the popularity of e-commerce continues to increase and more international retailers' setup operations in Australia, the infrastructure supporting both rural and urban delivery networks will need to be reinforced. For logistics operators to succeed, their service must reflect the reason consumers choose to shop online and that is for convenience, choice and price competitiveness, and if the delivery does not satisfy that need they will choose another option that can.



# Developing Millennials to Become our Next Leaders



**Millennials now surpass baby boomers, taking the role of the nation's largest living generation. This millennial boom has major implications for society, and employers are no exception.**



## Millennial employees bring new skills and an appetite for innovation; they also are more willing to move between companies compared to the generation before them, but what are businesses doing to attract, develop, and retain millennial talent?

The current employment landscape is a challenging one for young Australians. With automation, the move towards a contingent workforce and the reduction in entry level jobs, it is making it extremely difficult for our future workforce to transition from education to a career. In fact, more than three quarters (79%) of young Aussies believe their schools or universities have failed to prepare them for the world of work.

Youth unemployment is currently sitting at double the national average (13.1%). The question now is what can businesses do to bridge the gap to get young people in stable roles in the workforce?

Despite Federal Government introducing training and internship schemes, and whilst they might treat some of the symptoms, they fail to address the root cause.

In a report published by Deloitte earlier this year it reported that the issue isn't just jobs but the lack of preparation and advice that our educational institutions offer. Not only do we need to create real jobs, we need to revamp our educational institutions to better prepare young Australians for the world of work, whether it be providing interview skills, resume preparation or job search techniques.

The study also found 70% of young Aussies found it difficult to secure a job that is in line with the career they had in mind, further fuelling the 20% underemployed, settling instead for casual and part-time positions in place of meaningful full-time roles.

In many cases, desperate young Aussies are struggling to find any work at all, with one-in-eight claiming to have applied for 50 or more roles before they land their first job.

## Australia needs to better plan for the future, by better preparing for the new world of work.

Preparing our youth starts in schools and leads into universities and tertiary education facilities.

According to the Deloitte report it seems that there is not enough time available being spent with the students to help them find the role they really want, rather than letting young Aussies become disillusioned with the labour market or let skills they have learnt go to waste in jobs not relevant to them.

In US, apprenticeship programs yield a great return on investment through increased productivity, reduced waste and greater front-line innovation. According to the Institute of Workplace Skills and Innovation, about 87% of apprentices are employed after completing their certification training and they earn an "as much as US\$300,000 more than their peers in a lifetime. It's a "time-tested career training model"

because most participants already know which career path they wish to follow, allowing for companies to invest in a more targeted skills training program. Unlike an internship, an apprenticeship "combines hands-on training with college coursework, and is paired with scalable wage increases.

For those millennials that have been fortunate enough to secure fulltime employment in their chosen field of study, Deloitte also reports that only one third considered themselves fully prepared when initially taking on the post, with 63% of millennials stating that their leadership skills were not being developed. What's more, 71% of employees in the study who were most likely to leave their companies in the next two years were unhappy with how their leadership skills were being developed. This supports the idea that the availability of leadership development programs is a deciding factor in whether a millennial employee will stay with an organisation.

A key element to supporting millennial employees is ensuring development programs are in place to create the leaders of tomorrow.



## Millennials need to feel they have somewhere to 'go' in the business.

Programs and training are needed that provide clear career pathways, teaching the required skills and attributes that are needed to reach strategic milestones specifically related to succession and leadership development.

No matter the role, employers should have programs that allow millennials to develop their leadership skills and offer courses that support individual contributors and people leaders. The most successful programs also provide opportunities for millennial employees to manage projects that involve cross-company initiatives and gain visibility with senior leaders. They should also build leadership acumen for each management level. Offer specific programs focused on new managers, experienced managers, and senior or executive level managers.

Remember, it's critical to not only offer these programs, but clearly publicize them within your organization. If employees, millennials especially, don't see the programs available, they'll look elsewhere for development opportunities.

Because this generation is fundamentally shifting the way people work, employers who adapt to meet the needs of millennials will be well-positioned to become employers of choice for the next generation.

# Industry Update

## Construction Industry

The Construction Industry surges. The AI Group Performance of Construction Index (Australian PCI®) increased to 60.5, signalling the strongest performance in overall growth since 2005.

The further upturn in industry conditions reflected expanding activity across all four major sectors. Commercial construction and house building were the major drivers of growth. The rate of expansion in commercial construction lifted to its highest level in 12 years amid an increase in the number of projects entering the work pipeline.

House building recorded its fastest pace of growth in 3½ years on the back of a solid backlog of work and ongoing strength in demand.

More robust conditions were also evident in engineering construction activity, with the sector's sub-index rising solidly in line with reports of increased levels of non-mining infrastructure work. In addition, the apartment building sector also returned to modest growth after contracting in previous months.

Source: Australian Industry Group (AI Group)

## Manufacturing Industry

The Manufacturing sector has also had a great month jumping to 59.8 points — an eleventh consecutive month of expansion and the highest monthly result for the manufacturing sector since 2002.

Ai Group Chief Executive, Innes Willox, said: "The broadly-based expansion of manufacturing continued in July with the sector contributing positively to the rebalancing of the broader economy. Production, sales, exports and employment all grew during the month, in part thanks to the strength of other key sectors including construction and agriculture, and the recovery of spending in the mining sector. These growth opportunities more than offset the further decline of automotive assembly. They are also helping to mitigate the growing threats from unrelenting energy price rises and a higher dollar."

Six of the seven activity sub-indexes expanded in July with new orders and sales continuing to expand, albeit at a slower pace, while employment bounced back into positive territory.

Source: Australian Industry Group (AI Group)

## Transport & Logistics Industry

### **FOCUS:** Freight Rail in Australia

Freight rail added \$11 billion to the Australian economy and made 0.7% of the total national economy in 2016, with over 18,000 people employed across all states in Australia.

With Australia's freight task expected to grow by more than 80 per cent between 2011 and 2031 combined with our national population expected to increase to 30.5 million by 2031, The Australasian Railway Association (ARA) has submitted its 'Ten Point Plan to Creating Greater National Freight and Supply Chain Efficiencies' to the Department of Infrastructure and Regional Development.

It is estimated that with just a 1 percent increase in logistics productivity, it adds \$2 billion to Australia's GDP.

The purpose of the plan is to show support for the development of a national freight and supply chain strategy to guide long term decision making and investments by both government and industry.

## Services Industry

July marked a fifth month of expansion for the services sector and the strongest monthly result since December 2016. Business-oriented services are experiencing reasonably good conditions, with finance and insurance, communications services and business services all registering an expansion in demand and activity. Wholesale trade and transport services also expanded modestly in July.

Ai Group Chief Executive, Innes Willox, said: "High energy costs are negatively affecting business margins in 2017. At near 80 cents and possibly rising, the higher dollar could soon start to bite into margins and into demand for local goods and services as well."

Local retailers are still suffering from weak demand and tough competition and the very large health and community services and hospitality (food and accommodation) services sectors are reporting stable conditions at best.

Source: Australian Industry Group (AI Group)



# Unemployment rate falls to 5.6%



**Australia's unemployment has fallen to 5.6%, with data showing employment grew by 27,900 jobs in July after the longest positive monthly streak since 2010.**

The Bureau of Statistics (ABS) revised up June's unemployment figure to 5.7 per cent, but the more stable trend figures, preferred by the ABS, remained steady at 5.6 per cent.

Over the past 12 months, there have now been 239,373 jobs created, in seasonally adjusted terms, at an annual growth rate of 2% — up from 0.9% in February.

Over the same period, full-time employment has increased by 197,700 people (2.4% annual pace), while part-time employment has increased by 41,600 people (1.1% annual pace).

Economists say the labour market appears a bit more "robust" than it was during its soft patch last year, helping to "cushion" workers from the economy's record low wages growth of 1.9%.

The participation rate rose slightly to 65.1 per cent, meaning more people were in work or looking for it, but the job creation last month was all part-time, with 20,300 full-time positions lost. That translated to a 0.8 per cent fall in total hours worked last month.

The National Australia Bank economist Tapas Strickland said it was likely the unemployment rate could keep declining from 5.6%, since trend employment growth was "well above" the break-even level of 15,500 jobs a month that is needed to keep the unemployment rate unchanged.

"If this trend rate of growth continued, it would be enough to drop the unemployment rate by 0.1% every two months assuming a constant participation rate," he said.

## Australia's economy is gathering steam — but it looks unlikely to last



**It's hard to argue that the Australian economy isn't strengthening right now. Business conditions currently stand at the highest level since before the global financial crisis.**

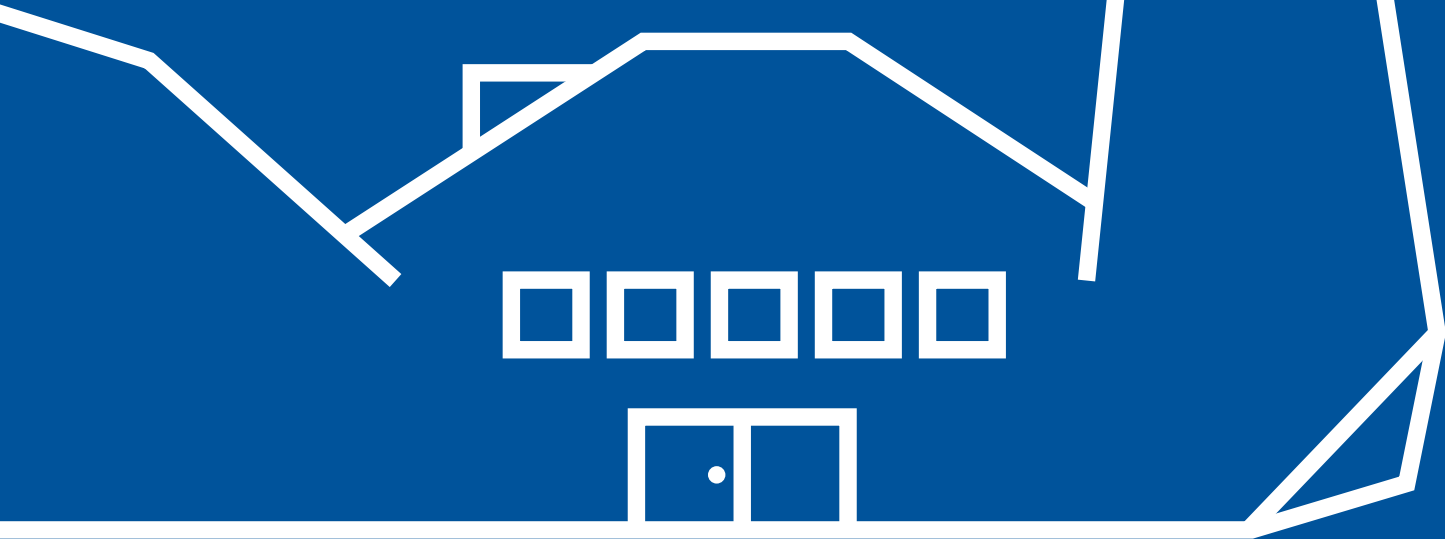
Although in its infancy, it looks like improvements in Australia's business sector and labour markets are now being seen in household indicators. Retail sales have beaten expectations in each of the past three months while consumer confidence, although volatile from week-to-week, has also started trending higher.

There has also been strong demand and higher prices for many of Australia's main commodity exports, which has helped boost national income levels. All of the pieces seem to be falling into place, leading hopefully to stronger economic growth, employment opportunities, and a little wage growth. However some believe that it's unlikely to last.

Analysts argue the promising signals being generated by the economy in mid-2017 will be thwarted by a decline in residential construction and continued weakness in household spending growth in the period ahead, snuffing out expectations for a pickup in economic activity and the need for higher interest rates.

In essence, while mining investment will no longer drag significantly on GDP growth as has been the case in recent years, dwelling investment and household consumption — two areas that helped to underpin economic activity through Australia's economic transition — won't be able to carry that form into the future.

# Australia's Perception of the Manufacturing Industry — it still matters





## While it is widely reported that Australian manufacturing is “out-dated” and on the decline, research suggests the public values the industry more than expected and deem it vital for economic prosperity.

**The painful contraction in Australian manufacturing over the past several years has had a multitude of consequences for the national economy: including labour markets, incomes, productivity, and international trade. However analysis around Australia’s attitude towards manufacturing has revealed a startling misconception about the industry.**

Australian manufacturing has endured hard times for several years. So long, in fact, that Australians could be forgiven for concluding that industrial decline is a “normal” state of affairs. Australian manufacturing endured a devastating retrenchment in the years following the Global Financial Crisis and consequent worldwide recession. The industry’s output, employment, investment, and exports were damaged by the combined impacts of weak global demand conditions, a substantially overvalued Australian currency and an ambiguous and inconsistent domestic policy context.

**Since 2008, the sector’s real output has declined by 13 percent and employment by a similar proportion.**

Manufacturing is often portrayed as an old, dying industry. Something that Australia shouldn’t worry about. However in a new report recently released by The Australia Institute, it reveals that Australians, despite the reported doom and gloom, retain a deep and gut-level confidence that manufacturing must be part of a prosperous national economy.

The report comments that “Australians consistently underestimate the importance of manufacturing in Australia’s economy, relative to other industries, and very few are aware of the improving economic conditions in the sector (such as the job-creation that has been registered over the past year). However, despite this underestimation of manufacturing’s continuing footprint, Australians nevertheless express remarkably strong agreement that manufacturing is vital to Australia’s economic success.”

Broadly defined, manufacturing refers to the transformation of a tangible, material product (initially harvested from the natural environment) into something more complex and useful. With this in mind, it is impossible to imagine an economy without manufacturing: human beings will always have material needs and wants that can only be met through the production and transformation of material goods.

The Australian public widely recognises the importance of manufacturing to Australia’s economy. Nine in ten (90%) agree or strongly agree that ‘manufacturing is important to Australia’s economic prosperity’, with just six per cent disagreeing or strongly disagreeing.

The results confirm Australians’ conviction that manufacturing is crucial for quality jobs, success in international trade, and national prosperity. Most importantly, an overwhelming majority of Australians express support for pro-active, targeted policy measures to sustain and support manufacturing.

Australians certainly reject the idea of joining a “race to the bottom” — trying to attract investment and jobs by weakening labour, environmental, and fiscal standards. But they endorse by overwhelming margins — five to one in some cases — targeted policies to support manufacturing investment in Australian research, capital assets, and exports.

The combination of more amenable macroeconomic conditions, and continuing public support, presents a potent and promising opportunity for all manufacturing stakeholders. There is more economic space than at any time in recent years to expand investment, production, and employment in value-added manufacturing. And the public will support active measures that are consistent with this goal.

Manufacturing has survived a brutal decade of global and domestic challenges. It’s still here, it’s still one of Australia’s largest employers, and it still makes a disproportionate and strategic contribution to overall national prosperity. Even more interesting, there are some intriguing signs that manufacturing might be turning a corner.

Australians continue to express strong support for manufacturing and its role in the economy and they deeply value its importance as a source of good jobs, exports, and national prosperity.

# The Importance of Culture in WHS

An organisation's safety culture and commitment to health and safety is a potentially strong predictor of its WHS performance.



**Work health and safety improvements are best achieved when health and safety is supported by the organisation's culture and embedded in its procedures and processes.**

In a positive safety culture, everyone accepts personal responsibility for ensuring their health and safety and that of others. It is also when employees at all levels of an organisation see health and safety as important and ensure that the things they do demonstrate their commitment to health and safety.

There is strong evidence that performance is improved when organisations address work health and safety risks along with other important business risks.

The role of business leaders is crucial to WHS performance. Good leadership can also improve business productivity.

Leaders are people who influence the attitudes and behaviours of others. Sometimes they do this through their formal role and sometimes by their personal influence.

Leaders can be at all levels of an organisation: from the board and senior executives, through middle level managers such as site managers, to front-line supervisors.

A positive leadership and management style can improve an organisation's WHS performance.

**Within organisations, leaders promote positive cultures by demonstrating a commitment to:**

- systematic management of risks
- role clarity, worker involvement and workgroup cohesion
- consultation and clear two-way communication
- compliance with procedures
- organisational learning

- appropriate training
- organisational justice and an environment of dignity and respect
- supervisor support, and
- a positive leadership and management style.

An organisation's culture consists of the values and behaviours that workers share and demonstrate. It can include the shared attitudes and beliefs that form part of the organisation's written and unwritten rules.

Leaders have a vital role to play when it comes to managing safety. When workers know their managers place high importance on working safely, they are more likely to be motivated to follow safety procedures and raise safety issues.

## **"Good leadership promotes compliance with WHS laws."**

Leaders who set the example by showing their commitment to WHS, being actively involved in their business and encouraging and valuing workers' participation, create organisations that can be healthy and safe, and are also more likely to be innovative and productive.

National Safe Work month is this October. It is a time to commit to building a safe and healthy workplace, for you and your colleagues. This year's theme is "Sharing safety knowledge and experience benefits everyone".

Take the time this October, to review your safety culture and commit to building safe and healthy workplace for all Australians.



# The Overlooked

## Source of Talent?

People with disabilities have much needed skills and creativity, yet they are a largely overlooked talent source.



**Many employers are aware of the benefits of having a diverse and inclusive workforce. Over the last decade, employers across Australia have made impressive progress in the areas of gender, ethnicity and sexuality diversity.**

However there are still major shortfalls in terms of inclusion of people with disabilities.

According to the latest Australian Bureau of Statistics data, working aged people with a disability currently have both lower participation (53%) and higher unemployment rates (9.4%) than people without a disability (83% and 4.9% respectively).

There is a current downward trend, with employment rates falling for people with disability. The Australian Productivity Commission's 2017 report shows that the number of people with disability in employment fell by around 6%, and the unemployment rate for the group has worsened by 3%, since 2009.

"If you want to have a workforce that thinks outside of the box I think it's really important to be tapping into a diverse population like the population of workers with disabilities, because they live outside of the box. They're constantly thinking about better and smarter ways to do things and to get around obstacles," says Barbara Otto, who heads US-based Think Beyond the Label, an organisation that promotes hiring of people with disabilities.

Employing people with disability is likely to attract new skills and bring new and valuable perspectives to your organisation. Not only will this increase talent in your organisation, but by accommodating people with disability

you are gaining loyal and committed employees who will support you in achieving your business objectives.

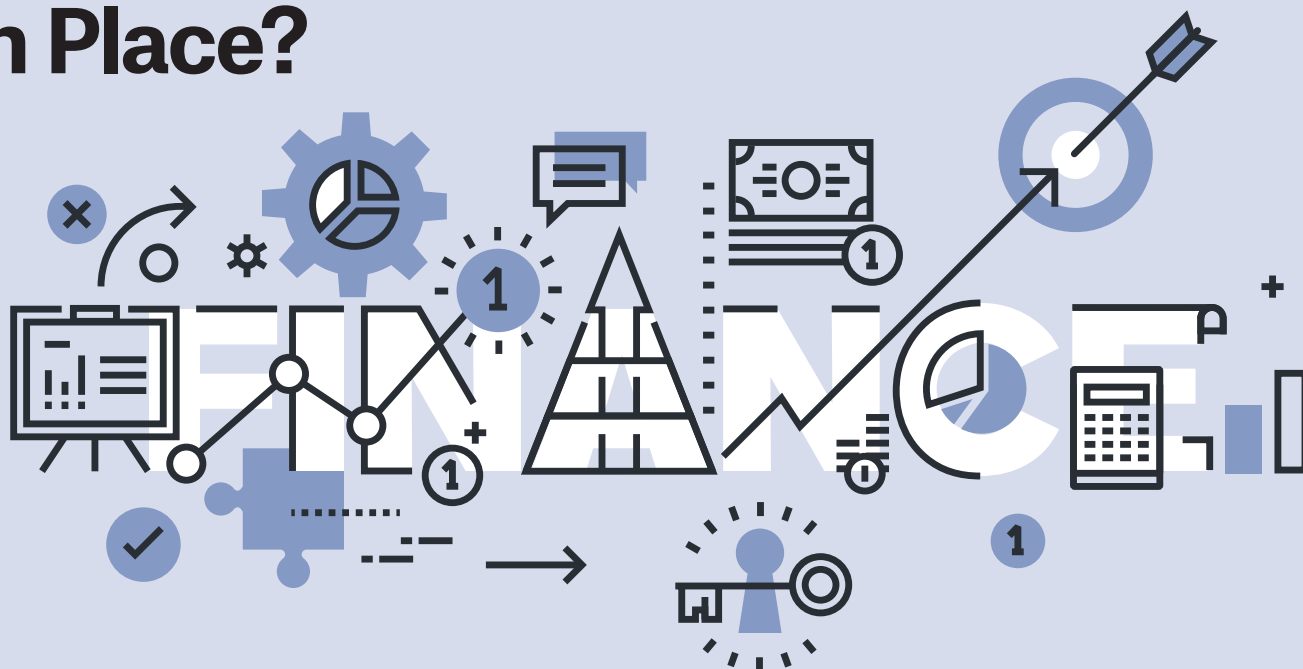
For some employers with a strong customer focus, having a diverse workforce that reflects their customers and the broader community means that they can better understand their customer's experience and improve service delivery. It's also been proved to increase morale and lift productivity, and the business benefits of hiring people with disability are outlined in a report compiled by the Australian Network on Disability.

**"They're constantly thinking about better and smarter ways to do things and to get around obstacles."**

The benefits of employing people with disability are immediate and measurable. An Australian Government review of research found that workers with disability are no more likely to be injured at work than other employees. Similarly, studies conducted in Australia and overseas have found no differences in performance and productivity, and found that employees with disability actually have fewer scheduled absences as well as increased tenure. On average, employing people with disability does not cost any more than employing people without disability.

For more details on how to welcome people with a disability into your organisation please visit [www.and.org.au](http://www.and.org.au).

# Payroll it's a Critical Business Function — is it Time to Review What Your Organisation has in Place?



It is often said that payroll is only ever noticed when something goes wrong.

You possibly saw the headlines about celebrity chef George Calombaris' restaurant group paying his staff incorrectly over a long period of time, leading to \$2.6m in back payments, or dessert king Adriano Zumbo has failed to pay some of his employee's superannuation. However, the general consensus is that it was an honest mistake — the company blames historically poor processes, and as poor as this sounds, Calombaris proclaimed he is not an account or payroll professional, he was merely a chef.

While it was a regrettable — and costly — error, Calombaris is unlikely to see any lasting damage to his organisation's reputation, primarily because he has proactively sought the assistance of an external auditor to help rectify the situation.

Every organisation has its own unique set of needs when it comes to payroll. From budget to workforce complexity to tax considerations, you can bet there is a software or outsourcing service to suit your business.

From something as innocuous as an out-of-date system or a failure to keep abreast of changes to awards, through to outright fraud, compliance (or lack thereof) has emerged as a matter of importance.

Compliance means more than just changes dictated by the Australian Tax Office. There may also be requirements from Fair Work Australia, such as the recent 3.3% increase to the minimum wage, and additional tweaks to superannuation and workers' compensation. While many of these will typically

occur at the start of a new financial year, in reality changes can occur at any time. Add in already-complex individual awards, and industries that hire a high proportion of casuals, contractors and freelancers, and mistakes are almost bound to happen.

If you want to get your payroll right you need a properly trained payroll person who is getting updated on the latest information because it changes so quickly.

Trojan Recruitment Group's highly trained employees deliver compliant, accurate and timely payroll services. They use their expertise and proprietary software to power an efficient, cost-effective and intuitive solution so businesses can mitigate the risk of payroll compliance and unlock the power of data-driven insights.

With Trojan Payroll Outsourcing, you will receive a rapidly configurable payroll solution that covers your compliance and reduces your indirect costs, so you can focus on what it is you do best.

In this service, we will take full control of your payroll, tax, deduction management, banking and superannuation, ensuring you are completely compliant and your employees always paid on time. Using our technology and proven systems, we will support you with people as well as processes. We understand the complexities and differences across regions and countries and always work within them. Trojan Payroll Outsourcing is Payroll outsourcing you can trust.

Payroll is a big part of business, and it is important that business leaders pay attention to it — it's only in their best interests to do so.



## Trojan Wellness Month — Step Safari



In May 2017, as part of Wellness Month, all Trojan employees participated in a health and wellness challenge the “10,000 Step Safari”.

The challenge consisted of branch verses branch and for 6 weeks, staff recorded each step as they travelled on a virtual journey through Africa experiencing the amazing heights of Victoria Falls, the savannahs of Kenya, hot air

ballooning across the Serengeti and getting up close with the mountain gorillas of Uganda, while aspiring to hit the target of 10,000 steps per person per day.

The end of the challenge, Trojan employees had stepped 17.9 million steps, with the winning team being Trojan National Office with 3.2 million, and the individual winner Tracy Bradshaw CDM Gold Coast with 775,000 steps. Great effort!

## Trojan Rail — Trainee Train Driver School



On Monday 24th July 2017, Trojan Rail's eleven trainee train drivers, participated in firefighting training which forms part of the Engine and Air program, at our office in Georgetown, NSW.

This is the 2nd component for the students as part of the Trainee Train Driver School.

The program teaches participants all the skills and knowledge required to become

a trainee train driver, including learning about the preparation and operation of locomotives, stabling, braking systems, and examinations of locomotives.

Upon successful completion of the full program all participants will receive the nationally recognised qualification, the TL142615 — Certificate IV in Train Driving, and will start work with Trojan Rail across our network around Australia.

## Jeans for Genes Day



On Friday 4th August 2017, Trojan Recruitment Group branches all around the country, donned their denim, some with double denim and even triple denim, for Jeans for Genes Day, fundraising for the Children's Medical Research Institute.

Through donations from employees, friends and family, and the selling of official Jeans for

Genes Day merchandise, Trojan was able to smash the fundraising target, and raise much needed funds for the CMRI. Pictured above Trojan National Office Team — Glebe, NSW.

## Employee Spotlight



**Janelle Smith** — Payroll Manager — National Office, Sydney

**Years at Trojan?** 9 years

**What do you like most about your role with Trojan?**

My favourite part of my job includes the ability to work independently (trust from employers) and the great people I worked with. It's terrific to work with some amazing people that not only care about their company but in doing a good job. It's very difficult to find a culture like that these days, and I'm very fortunate to have found one, and work here for 9 years.

**How does your role contribute to Trojan's goals?**

I like to think that processing the payroll correctly and on time not only makes candidates happy but then this also helps our clients be happy as if there is a problem candidates tend to complain to them first before coming to us... happy candidates and happy clients means Trojan is achieving its goals.

**What is your greatest challenge?**

With so many different workplaces, variety of awards to pay by, and variations in allowances etc. ensuring we pay candidates on time and without errors, can be challenging at times, but I am fortunate to have a great team to work with to ensure we work effectively and efficiently.

**How do I obtain work life balance?**

Work life balance is something that Trojan is very active in promoting. I'm very lucky in my role that when I go home I can switch off from work. I've also learnt over the years to not let the little things stress me out, so when I'm home I can enjoy my time with my family and my beautiful cat Pyro.

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