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Mid Year Issue—2020

5 Companies Leading the Remote Working Revolution

5 Tips to Win Over a Boss that Doesn't Seem to Like You

6 Mistakes that Devalue Your Leadership Presence in a Virtual Meeting

Refuelling When you are Drained by Change

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Trojan Recruitment Group





Comments from the CEO

Welcome to the 2020 mid-year edition of Trojan RecruitNews, a free publication, providing insight and news for businesses in all industry sectors across Australia.

It is so cliché to say we are experiencing times of unprecedented change however it really hit home as we started to explore the trends that are emerging globally and their impact on business and industry, in preparation of this edition.

Remote working is here to stay, and it is estimated that twenty-five to thirty percent of the workforce will be working-from-home multiple days of the week by the end of 2021. We take a look at five companies who have successfully adapted to remote working to understand their secrets for success.

We are seeing future-focused leaders investing in talent as part of their overall growth strategy taking advantage of the available pool of

skilled workers and the opportunity to hire remote talent who were previously limited by geographical proximity.

With the shift to remote working, it is no surprise that virtual meetings are becoming the norm. Did you know there are some common mistakes you could be making that will devalue your leadership presence? We explore some simple but effective techniques to ensure your leadership qualities of self-confidence, clarity, empathy, and credibility really shine through.

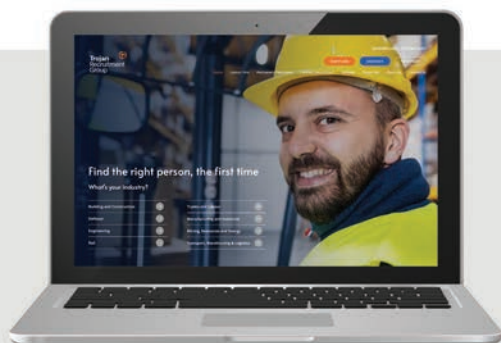
With so much change and the rapid pace expected in the current climate, change fatigue is a widespread reality facing many workers today. The good news is that there are steps we can take to refuel, prevent, manage and even start to enjoy change - which we share in this edition.

Also included are our regular articles on Australian industry sectors — Construction, Manufacturing,

Services, and Rail, Australian economic and employment statistics from the ABS, Trojan employee spotlight and Trojan News.

I hope you enjoy our latest 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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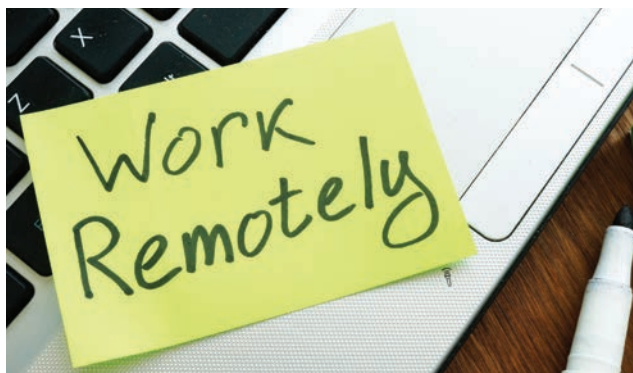
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5 Companies Leading the Remote Working Revolution

Imagine being told by your CEO to work from home for the next year, at least?



For many, the possibility of not returning to their previous space is a reality for many businesses who have embraced the work-from-home revolution in full swing. It is now estimated that "twenty-five to thirty percent of the workforce will be working-from-home multiple days of the week by the end of 2021" [i] According to Kate Lister president of Global Workplace Analytics.

The top industries advocating work-from-anywhere options tend to be in medical/health, computer/IT, customer service, education and training, sales, accounting and finance.

Employees appreciate the added flexibility and reduced commuter hour. Employers benefit from lower overheads and higher productivity as a result. However, there are some potential pitfalls looming. According to a 2020 survey from LinkedIn, the main challenges identified with employees working remotely was team bonding, collaboration and work oversight.

We took a look at five companies who are leading the remote working revolution and their secrets for success.

AGL Energy

Today, more than 4000 AGL team members are working remotely, including the corporate office and customer service teams which has been made possible with the enablement of digital technology starting three years earlier. Enterprise resource systems were upgraded and simplified and business processes re-engineered. A new customer experience program changed the way that customers interact with AGL via new apps, self-service meters and energy insights.

With employees working remotely, using collaboration tools like Microsoft Teams is part of the DNA as are virtual catch-ups, coffees and celebrations. AGL also holds regular web chats and live events with their teams to build engagement and connections, share updates and provide the opportunity for people to ask questions and share feedback in real-time. It is no surprise that AGL features in the top companies in Australia. Not only does AGL advocate remote working but also additional flexibility which includes different start and finish times, a condensed working week and job sharing.

Appen

Machine learning company Appen is based out of Chatswood NSW Australia, employs 400 full-time employees with flexible work options spread out across seven countries, and over one million global contractors who are 100% remote.

"Flexibility is a key part of our culture and contributes to effectively operating a growing global business, attracting talent, and meeting the needs of our clients," says Kerri Reynolds SVP, Human Resources and Crowdsourcing at Appen.

Appen recently took out the number one spot in the Top 100 Remote Workplaces globally, but it wasn't always this way. An internal survey of the team revealed that while they liked the flexibility, it could sometimes leave them feeling isolated.

To combat some of these feelings, the company made a conscious effort to focus on creating a more connected and collaborative culture – enabled by technology. The results were dramatic, seeing Appen's attrition rate drop by 5% with 80% of their workforce, citing they are highly satisfied with their jobs.

Shopify

For some technology companies, remote working seems like a no-brainer. Shopify is one of the largest e-commerce providers in the world with over 5000 employees across 17 worldwide offices. As part of their digital-first mindset, they made the decision that offices will be limited to 20 – 25% capacity post the COVID pandemic.

CEO and founder Tobi Lutke states "We haven't figured this whole thing out. There is a lot of change ahead, but that is what we're good at. 'Thrive on change' is written on our (now digital) walls for a reason."

To foster collaboration, Shopify encourages daily rituals with teammates like a 15-minute virtual team hangout in the morning. They use technology solutions like Slack for day to day discussions, ideas, inspiration, updates and fun. Meeting fatigue is just as real as when it happens face-to-face, so Shopify team members are encouraged to maintain control of their calendars, end meetings 5 – 10 minutes before the next one to give time for a break and to set healthy work life boundaries. According to Lutke, "for creative work, you can't cheat. My belief is that there are five creative hours in everyone's day. All I ask of those at Shopify is for 4 of those to be channelled into the company."

Sodexo

While it may seem more natural for digital companies like Shopify to rate highly in the remote working stakes, remote working is finding its way into broader industries who wish to harness the benefits.

Leading global hospitality catering and facilities management company Sodexo has been featured in the Top 100 remote workplaces for five years running. To support the varying needs of its global workforce, Sodexo has been on a decade long journey to optimise flexible work for their 400,000 employees.

Along with flexible working options, Sodexo has a strong focus on employee health and wellbeing which they also consider when it comes to remote working. Sodexo has deployed wearables that track body movement in remote workers whose jobs are physically demanding to help provide solutions to minimise injury. When it comes to mental health, Sodexo has implemented several initiatives focused on overall mental wellbeing and resilience building to reduce stigma, encourage help-seeking, early intervention, and ultimately drive positive cultural and behavioural change throughout the company.

Suffolk Construction

When we think of remote working, construction is not usually the first industry that comes to mind; however, it is catching up fast. During COVID 19, engineers, architects, technologists, estimators and project management personnel were forced to work remotely and, in many cases, have done so very successfully.

One such company, Suffolk Construction was already leading the charge when it came to remote working in the construction industry. They had invested in internal knowledge documentation, communication tools and real-time project management solutions before the COVID

outbreak, making it easier to adapt to remote working. Suffolk uses AI tools that visually track construction projects. Builders strap a small camera to their hard hat which is then uploaded, organised and mapped to project plans. Aside from keeping historical records, the technology allows remote stakeholders to check on projects through virtual site tours and enable managers to track multiple projects without being on-site.

Augmented reality and virtual reality are already changing the way construction is delivering. New cloud collaboration tools are emerging, which enable remote and virtual collaboration specifically in construction to increase the attraction and retention of talent regardless of geography.



Trojan Recruitment Group's Top 5 Insights

- Mastering remote working takes time. Successful companies have been implementing plans for several years.
- While technology is essential, it should be considered an enabler for people to do their best work, not replace human interaction. Feeling connected is a key factor in mental wellbeing, so if you would like your employees to perform at their best, then genuine effort made in the human aspect of work will pay dividends culture-wise.
- Meeting fatigue is a real phenomenon, and the intensity of video calls can be mentally taxing. Placing breaks between meetings will increase performance.
- Consider how rewards and recognition may need to evolve. It is no longer easy to shout a team member coffee or lunch.

References: [1] <https://globalworkplaceanalytics.com/work-at-home-after-covid-19-our-forecast>; <https://www.afr.com/companies/why-appen-is-only-now-becoming-a-tech-company-20190114-h1a26a>; <https://home.kpmg/xx/en/home/insights/2019/04/case-study-suffolk-construction.html>; <https://www.strxur.com/erin-khan-remote-work-suffolk-au/>; <https://www.planradar.com/remote-work-construction-management/>; <https://www.forbes.com/sites/jackkelly/2020/05/24/the-work-from-home-revolution-is-quickly-gaining-momentum/#8ebbf91848a>; <https://www.shopify.com/careers/culture>; <https://www.shopify.com.au/partners/blog/remote-work>; <https://constructionblog.autodesk.com/remote-work-in-construction/>; <https://www.sodexoengage.com>
For the full list of references please visit <https://www.trojanrecruit.com.au/>

5 Tips to Win Over a Boss that Doesn't Seem to Like You

We all have to work with different personalities, and in some cases, it is this diversity that makes our work colourful and exciting. Sometimes we don't always like each other but can often find a level of healthy respect in the workplace. However, when it is a boss that doesn't seem to like you, it can make the workday feel far less enjoyable. Maybe it is a reality, perhaps it is a hunch, but the way a boss conveys their dislike for you can vary. Here we look at five different scenarios and how you can win over a boss who doesn't seem to like you.

The Micromanaging Boss

Micromanagement can feel like you aren't trusted to your job, but in some cases, it is a preferred management strategy of some bosses. It may just be that your boss prefers that management style, but if you are the only member of your team being micromanaged, this may be an indication that your boss doesn't like you or the way you work.

How to Win Over a Micromanager

Take some time to analyse your recent, attitude, productivity and track record to make sure that you aren't unintentionally (or intentionally) doing anything to solicit the nit-picking. If not, then try and over-communicate the status and progress of tasks, anticipate your manager's needs and try to deliver ahead of time. If you can make your boss feel that they can rely upon you, then they are less likely to be on your case all the time. They may even start to trust you with more challenging work, special projects or promotions knowing you are reliable and on their side.

The Under Appreciative Boss

Positive feedback is not some bosses forte. Sometimes senior leaders are so focused that they forget to provide much needed positive feedback, other times, it just isn't their style, and some may have impossible standards you can never achieve.

First of all, be sure you are delivering as well as your teammates and if not, reflect on what you can change or what additional support you may need to get there. If you are achieving great things and witnessing your colleagues receiving a healthy dose of praise and you are not, then this may be a red flag.

How to Win Over The Under Appreciator

Genuinely ask your boss for some feedback on what success looks like to them for someone in your position and what they deem as high performance. Ask for their advice as to how best you can meet their expectations, what skills you need to develop and how best to improve. Sometimes showing some vulnerability will encourage your boss to be part of the solution which will ultimately lead to the praise you want, deserve and need.

Don't be afraid to share your successes and learning with them along the way, and you may just find you have a trusted advisor who helps push you to new levels of potential.

The Career Limiting Boss

Getting turned down from promotions and new opportunities are part and parcel of any career journey. However, if you are continually being turned down from opportunities without explanation, it may be that your boss is holding a personal grudge.

How To Win Over the Career Limiting Boss

Let your boss know that the opportunity was important to you and share your disappointment in being overlooked. Instead of asking why you were overlooked on this occasion, ask what you would need to do next time to be considered. Make sure you get specifics and be very clear on what is expected.

Make it respectfully known that you intend to do what is needed to ensure you aren't overlooked in the future. Ask for your boss's assistance in preparing a development plan - designed to help you achieve your goals. Communicate your progress towards your development plan at regular intervals and thank your boss for their support so that when the time comes, there is no reason for you to be turned down.

If you still face the same obstacles, then seek a mentor in the business who can help guide you on a sideways move away from your boss or perhaps it is time to discuss your concerns with HR.

The Critical Boss

Constructive criticism can help see you achieve your potential and greater assist the business. However, if you are constantly criticised over minor issues, potentially in front of your peers, it may be that they just don't like you. Having an overly critical boss can destroy your confidence and self-esteem, and significantly impact on your work output, so be sure to address it sooner rather than later.



How to Win Over a Critical Boss

While your overly critical boss may not like you, often bosses who spend a lot of time criticising others do so because they feel like they are fighting battles on their own. A misstep from a member of their team may create additional challenges for them which is why they seemingly come down hard all the time.

While they may seem like the last person you would want to support, becoming their ally may help ease the criticism overload. Try and learn how you can help your boss succeed. Let them know you are available for challenging projects or to take some work off their hands. If they feel you understand their expectations, they may just share more with you about their world, which may help you deliver better outcomes for them and attract less criticism in the process.

There comes a time when you may have to acknowledge that you have done your best and it's time to make some job changes not only for you professionally but mentally and emotionally as well. However, if you can fine-tune your skills to deal with difficult people, bosses or otherwise, it will stand you in good stead throughout your career.

6 Mistakes that Will Devalue Your Leadership Presence in a Virtual Meeting

The way you present yourself in virtual meetings can have a more significant effect on your career prospects than you think.



Attending a virtual meeting on your couch, dressed in your sweatpants and uggs may feel like a dream-come-true for some laid-back executives. However, the way you present yourself in virtual meetings can have a more significant effect on your career prospects than you think.

It is no surprise that virtual meetings will become more frequent in the future as companies have fast-tracked their remote working goals throughout the COVID-19 pandemic. So, what are the top 6 mistakes you could be making that will devalue your leadership presence in a virtual meeting?

The rambling introduction

Your introduction is your first impression and immediately establishes your virtual presence in a room. Like any face to face meeting, it is essential to be punctual, appropriately dressed, make eye contact through your eye height camera, keep your posture attentive, and deliver your introduction with confidence.

You want your message to be concise, professional, and genuine. Take some time beforehand to think about your introduction.

Be mindful of 'over-introducing.' Giving too much information is unnecessary, takes up valuable time and reduce your leadership presence. Similarly, it is possible to 'under-introduce' yourself. Just stating "Hi, I'm Sam!" can make it harder for colleagues and peers to remember you.

High pitched tone

According to Carol Kinsey Goman, 'In a virtual meeting, the quality of your voice can be a deciding factor in how you are perceived. Speakers with higher-pitched voices are perceived to be less empathic, less powerful and more nervous than speakers with lower-pitched voices.' Right before a meeting begins, take a few deep breaths. This silent breathing technique is a secret weapon of all on-camera hosts and presenters to help them get centred and focused. It enables you to breathe from your diaphragm, slows your speech and keeps your pitch balanced.

Poor body language

To elevate your leadership presence, you want your body language to send a signal that you are professional, knowledgeable and approachable.

Crossing arms is a signal of closed communication and can make you appear stand-offish and resistant. Likewise, you may naturally slump when sitting – this can make you seem less confident or competent than you really are. Find a way to sit attentively with arms comfortably beside or in front.

It is natural when nervous to start to fidget, which can take the form of playing with jewellery, smoothing a beard, pulling up socks or clicking a pen. In a virtual environment, these habits are amplified and can distract from the credible messages you are trying to communicate.

Anti-social signals

The first thing people look to from their leaders is pro-social signals that show warmth, empathy and inclusiveness. Anti-social signals can destroy trust and send a message that you are not a caring, inspiring or motivating leader.

Facial expressions trigger corresponding feelings, so your smile makes you and your audience feel positive from the outset – this is no different in a virtual environment, so be sure to start with a smile.

You appear at your most empathetic and inclusive when you stay relaxed. Keep movements and gestures contained within the computer screen to ensure you appear self-assured and collected. Similarly, it is a leadership imperative to show genuine interest. Make eye contact by looking at the camera, leaning forward, nodding and gesturing, as you would in person.

Waffling

Zoom fatigue is a real phenomenon, and long detailed presentations online can quickly lose an audience and detract from your leadership presence. If you are presenting in a meeting, try and keep the presentation to ten minutes or less. If more detail is required, then consider sending a pre-read prior so that your audience can review information prior allowing time for them to absorb the detail.

Before starting your presentation, it is recommended to announce that you will be providing an overview of the topic and that you will open for questions at the end. Being derailed mid-presentation is far more challenging to control the audience online.

Being unprepared

Because conversation doesn't flow as naturally in a virtual environment, it can be more challenging to get your opinion or point across if you are unprepared.

Understand your role in the meeting and request clarity from the organiser if needed. Know the desired outcome for the meeting and be prepared to express your view while remaining open-minded to other's ideas and solutions. If you are likely to need to reference any statistics or data, make sure they are at your fingertips.

Being punctual, prepared and knowledgeable will immediately make you feel more confident and self-assured which will shine through. Conversely finding out in the meeting that you're required to be leading it, making up your ideas as you go along and searching for information could see your attendees lose faith in your abilities.

By following these proven techniques, you will help ensure you are held in high esteem as a leader and given the opportunities you deserve.

Industry Update

Construction Industry

The Australian Industry Group/Housing Industry Association Australian Performance of Construction Index (Australian PCI®) indicated a further retreat in activity in Australia's giant construction industry in May, due to COVID-19 activity restrictions and related declines in sentiment, spending and investment.

The Australian PCI® recovered by 3.3 points to 24.9 points in May, following a plunge to record lows in April, signaling a slower rate of decline. Results below 50 points indicate contraction with lower results indicating a faster contraction. All activity and sector indexes in the Australian PCI® remained firmly negative in May, albeit with a slower rate of decline evident across most indexes than in April.

Survey participants were mostly gloomy about the current situation, with several pointing to the JobKeeper scheme as the only thing keeping their business and workforce together in May. New orders, new contract tendering opportunities and customer inquiries have largely dried up across all sectors. A handful of housing and commercial sector builders reported increased inquiries about home and office renovations, but no concrete orders had flowed through from these queries as yet.

Source: Australian Industry Group (AI Group)

Services Industry

The Australian Industry Group Australian Performance of Services Index (Australian PSI®) rose by 4.5 points to 31.6 points in May 2020 (seasonally adjusted), indicating another serious contraction in activity in May, albeit at a slower pace than in April. This was the second lowest result in the history of this series, following a record low in April (commencing in 2003). Results below 50 points indicate contraction in the Australian PSI® with lower numbers indicating a stronger pace of decline.

Heavy restrictions on activity in response to the COVID-19 pandemic have taken a large toll on most of Australia's services industries. The Australian PSI® indicated contraction in all sectors in May (trend). The recent easing of restrictions in some locations led to muted optimism for businesses who responded later in May.

Reduced customer demand was evident for most businesses across all services sectors in May. An easing of restrictions was reported by some businesses as having had a positive impact on demand in some states. Retailers and wholesalers who supply products for home improvements, medical product suppliers and ICT services reported more positive customer demand in May. Some businesses said the previous element of panic buying for their products in March and April has now fallen away.

Source: Australian Industry Group (AI Group)

Manufacturing Industry

The Australian Industry Group Australian Performance of Manufacturing Index (Australian PMI®) recovered by 5.8 points to 41.6 in May, after experiencing the largest single-month drop in the index's history in April (readings below 50 points indicate contraction in activity, with lower results indicating a faster rate of contraction).

The manufacturing industry remained in deep contraction in May, as COVID-19 restrictions affected demand across the board. The decline slowed across all activity indices in May, except for the exports index which recorded its lowest ever monthly result as many overseas markets essentially shut down. Many manufacturers reported that orders from their regular customers have been delayed or cancelled altogether because of the pandemic.

Ai Group Chief Executive Innes Willox said: "While less of a fall than we saw in April, the further deterioration of manufacturing performance in May is deeply concerning. The industry is hoping the fiscal and monetary support that has been provided to the economy, together with the gradual lifting of restrictions that are inhibiting production and consumption alike, limit the extent of further deterioration and hasten the beginnings of a recovery." Mr Willox said.

Source: Australian Industry Group (AI Group)

Rail Industry

A survey by the ARA of Australian rail suppliers, contractors and freight operators has found 91 per cent of respondents were concerned about the impact of COVID-19 on all or part of their business.

Respondents' top three concerns were the financial impact on their operations, a slowing or reduction in government infrastructure projects and the potential for an Australian recession.

A quarter of respondents had experienced constraints on international shipments, while 22 per cent had seen a decline in customer spending.

Just over half of respondents planned to defer or cancel planned investment (53 per cent), with 68 per cent of those putting workforce expansions on hold and 65 per cent delaying capital expenditure.

But most expected these impacts could be short to medium term. "Suppliers and contractors stand ready to bounce back quickly to support the recovery," Ms Wilkie said.

"A third of respondents could be back to full capacity within a month of the return to normal operations if the policy settings and project pipeline is right.

"That confirms the vital role rail will play in strengthening our recovery."

Source: <https://ara.net.au/content/government-projects-must-forge-ahead-while-covid-19-of-fers-opportunity-australian-suppliers>

Economic outlook driven by Covid-19 pandemic



The necessary social distancing restrictions and other containment measures that have been in place to control the virus have resulted in a

significant contraction in economic activity. Still, economic conditions will improve as the pandemic is brought under control, and containment measures are relaxed.

Global GDP is expected to fall sharply in the first half of 2020. The declines in the March quarter were driven by a contraction in Chinese and euro area activity as well as the rollout of containment measures elsewhere late in the quarter. A further fall in global GDP is expected in the June quarter, with many countries expected to record quarterly declines in GDP.

The Australian economy is expected to record a contraction in GDP of around 10% over the first half of 2020; total hours worked are expected to decline by approximately 20%. The unemployment rate is forecast to rise to around 10 per cent in the June quarter. Headline inflation is expected to be negative in the June quarter primarily as a result of lower fuel prices and free childcare; underlying inflation is expected to decline notably.

Stronger economic recovery is possible, however, if further gains in controlling the virus are achieved in the near term, allowing most containment measures to be phased out over coming months and with more limited damage to business and household confidence and balance sheets. In this scenario, much of the near-term decline in GDP growth and the rise in the unemployment rate would be reversed over the next few years.

On the other hand, it is also possible that the outbreak persists for longer than expected or flares up again. In this scenario, the recovery in GDP would be delayed, and there would be more lasting effects on household and business balance sheets, as well as damage to employment and supplier relationships as jobs are lost, and businesses fail.

Source: <https://www.rba.gov.au/publications/smp/2020/may/economic-outlook.html>

Employment falls by a further 227,700 in May



Seasonally adjusted employment decreased by 227,700 people between April and May, according to the Australian Bureau of Statistics (ABS).

Bjorn Jarvis, head of labour statistics at the ABS, said:

"The drop in employment, of close to a quarter of a million people, added to the 600,000 in April, brings the total fall to 835,000 people since March."

"In two months, the percentage of people aged 15 and over employed in Australia decreased from around 62.5 per cent to around 58.7 per cent."

Unemployment increased by 85,700 people to 927,600, and the unemployment rate increased by 0.7 percentage points to 7.1 per cent (from a revised 6.4 per cent in April and 5.2 per cent in March).

As in April, the size of the increase in the unemployment rate in May was reduced by larger than usual numbers of employed and unemployed people leaving the labour force. This was reflected in a further fall in the participation rate, down 0.7 percentage points to 62.9 per cent. The last time the participation rate was below 63 per cent was in January 2001.

Monthly hours worked fell 0.7 per cent in May, to be down 10.2 per cent since March (with the April fall revised up to 9.5 per cent).

"The ABS estimates that a combined group of around 2.3 million people - around 1 in 5 employed people - were affected by either job loss between April and May or had less hours than usual for economic reasons in May," Mr Jarvis said.

The underemployment rate decreased by 0.7 percentage points in May, to 13.1 per cent, but remained 4.3 points above March.

The underutilisation rate, which combines the unemployment and underemployment rates, rose to a new record high of 20.2 per cent.

"Women continued to be more adversely affected by the labour market deterioration than men. Younger workers have also been particularly impacted," Mr Jarvis said.

For more details visit the ABS Website <http://www.abs.gov.au>

Refuelling When you are Drained by Change

Ever felt like you're on a constant treadmill at work that you just can't seem to escape? You aren't alone.

This feeling is what is known as "change fatigue" - the sense of apathy or resignation people experience when facing what they perceive as too much organisational change. Being overwhelmed, lacking the energy to tackle basic tasks, struggling to concentrate, an increase in interpersonal conflict, feelings of stress and anxiety, being overly cynical, sceptical, and apathetic are some of the main symptoms.

With so much change and the rapid pace expected in this market, it is no wonder change fatigue is a widespread reality facing many workers today. The good news is that we have steps we can take to refuel, prevent, manage and even start to enjoy change.

Reassess

Back in the 1990's leaders in charge of managing change were taught that change was something we needed to "overcome". And, that the best way to do so was to involve the team in the decisions and communicate, communicate, communicate. While there is the need for some communication, the more we talk about it, the more time out we take from the job, and the more we label change as a negative experience.

We know change is inevitable; it is here. If we aren't changing, the market around us is. More important than talking about it, is how we build resilience, resourcefulness, tools, processes and coping strategies ourselves so that we can impart that knowledge on our teams.

Retreat

Before making any big decisions, though, maybe a little time out is in order.

When we are in a changing environment, it is not uncommon to work longer hours at a level of intensity that is unsustainable. Research has found that when we work long hours for some time, we are poorer at problem-solving, being creative and innovative.

By taking some time out to recharge, you short-circuit potentially unhealthy work patterns, reduce stress, connect with loved ones, and have new experiences - all of which make you a happier, healthier more productive team member.

Reprioritise

We all know that better sleep, diet, and exercise makes us perform better; however, when you are feeling overwhelmed, making time for these activities is merely adding more pressure for the to-do list. As a result, many of us push self-care down the priority list until work task x, y and z are completed, which inevitably never happens as the list grows.

A great time to make self-care a priority is right after a holiday because you have already broken the cycle by taking a break from work. Next is to create a non-negotiable schedule in your diary to enjoy a healthy meal, some movement, relaxation and settle into a regular sleep routine.

Rethink your work

So, you have had a break, settled into your new balanced routine, and now it is time to rethink your work.

Taking an Agile approach where you have an overarching goal that starts with bite-sized deliverables is far more achievable and satisfying than detailed long term planning. If things change within a week, it is put down to learning, if they don't change and a milestone is achieved then there is a sense of accomplishment and the team moves to the next task.

This sense of accomplishment creates a great sense of comradery, team spirit, connectedness, purpose and achievement, which are all vital elements that serve to refuel us when we have been drained by change.

Reflect on achievements

It is very easy to move on to the tasks for the next week without looking back on how far you have come, so it is essential to take time out to celebrate your achievements. This simple step creates a sense of accomplishment, reminds us that our efforts are worthwhile and ultimately makes our jobs more satisfying. Further success breeds success, so when we feel like we are on a winning streak that positive energy is likely to grow.

Reach out

You are starting to get back that zest for work, are celebrating small wins, and your overall mental resolve is on the way up. Now is the time to consciously reach out and renew connections with people in your network. It is important at this stage to choose the right people to connect with. Being surrounded by people whose energy brightens your day will re-energise you and give you a more positive outlook. By creating meaningful connections, you will feel a stronger sense of belonging to your professional community, learn from others, gain diverse opinions and experience more joy – all essential ingredients for mental wellbeing.

Reframe

Each day make a conscious effort to observe moments for which you are grateful, which will start to reframe your thinking patterns. Studies of gratitude at work link the practice to more positive emotions, less stress and fewer health complaints, a greater sense that we can achieve our goals, fewer sick days, and higher satisfaction with our jobs.



Further, making a conscious effort to see the joy that is around, you can mean you start to notice it more often – which has a mental ripple effect keeping your energy levels higher.

Recharge outside of work

For some, a good night out with friends and social interaction is just what they need to feel recharged. For others, some time alone with a glass of wine and good book holds more appeal. It is crucial to identify how you recharge outside work and reward yourself from time to time. What you do for yourself outside of work can have an immense impact on how well you deal with change fatigue.

Adopting the above practices doesn't mean you won't experience moments of being overwhelmed in the face of relentless change. The key is to build your resilience so that when moments of change fatigue start to come creeping in, you are well equipped to handle them in your stride.

There Has Never Been a Better Time to Hire Great Talent

While many businesses become reactive and irrational during crises, the ones most likely to succeed are those that stay calm and use the market forces to their advantage – surging ahead of competitors.

Rather than choosing between downsizing or hiring, progressive companies understand they can do both and be strategic about their hiring decisions.

The pool of available talent is changing and expanding as a result of the Covid-19 pandemic, and long-sighted leaders can make the most of it preparing for post-crisis recovery and growth.

Reduce the skills gap

75% of Australia's CEOs (and 79% globally) were concerned that skill shortages were a real threat to growth and 62% said their people costs were rising more than expected due to the skills deficit before Covid-19.

While the pace of change is likely to mean the skills shortage will continue to exist, the current unemployment rates present an opportunity for buoyant businesses to tap into skilled talent that may have been displaced – helping these businesses expedite their plans

Raise the bar with remote talent

Aside from the benefits of a happier, more engaged workforce and savings on fixed overheads, forward-thinking companies are considering the possibility that remote working opens them to a broader talent pool.

Remote working can allow you to access talent that was otherwise limited by geographical proximity, will enable you to hire with greater diversity and potentially access new expertise that was otherwise unattainable.

Increase Engagement

After any crisis, it is human nature to reflect, reassess and re-evaluate our priorities – especially when it comes to work. Roles that ignite passion and purpose are going to be more attractive, as well as those roles that offer working arrangements to support the new social resolutions – whether it be remote working, flexible working or other employee benefits. This shift in priorities will see an increase in candidates actively looking for new roles that accommodate their preferences and others who will be more open to changing jobs than ever before.

Further, we are more likely to see those who have selected

new roles for closer personal and professional fit, to experience greater engagement – which has significant benefits to the business.

Competitive Advantage

Top talent in your industry may be displaced through no fault of their own performance as competitors seek to reduce costs through redundancies, lay-offs and business closures.

Future focussed businesses see this as a significant opportunity to tap into talent that is ready to hit the ground running. Competitor talent already has skills, knowledge about the industry, best practices, and alternate perspective, which can be highly beneficial in this market

Accelerate plans

Where competitors have stood down employees on a mass scale, it may be possible to pick up entire teams of talented people who are already established. Familiarity enables teams to better respond to changed circumstances and integrate their knowledge into workable solutions – especially at a time when change is at its peak. Over time, these teams can also become a source of competitive advantage: rival organisations find it hard to replicate a team's success by hiring away just one member.

Hiring new staff can be time-consuming and intensive, even for top hiring managers. In a candidate-rich market, this is amplified. Consider contacting a recruitment agency like Trojan Recruitment Group and receive advice from the experts in labour-hire, permanent and contract staff.



Rail in the news

Nine News featured Trojan Rail's newest female graduates at Pacific National in Parkes. In what has traditionally been a male dominated industry, these women were embarking on their career as newly qualified Driver Assists - pulling 1.8 kilometres of double stacked containers on the inland rail. This is terrific recognition for these women and also the team at Trojan rail who have been working consciously to promote diversity and inclusion in the industry.



Above & Beyond Awards

Trojan Recruitment Group's 'Above & Beyond Awards' is a program recognising success, innovation and values across Trojan nationally. The ceremony is an opportunity to reward and recognise outstanding employees who have and continue to dedicate their abundant talent and skills to Trojan Recruitment Group over the preceding financial year.



Trojan Rail Street to Seat Program

The Street to Seat initiative is a collaboration with Pacific National to assist with a shortage of Locomotive Drivers in the rail industry. The program initially started with six trainees in Queensland, all from various backgrounds with a common dream to be a Locomotive Driver but no previous experience. Training and assessments were facilitated using a dedicated team of Trojan Rail Driver Trainers who work with the Registered Training Organisation to provide the trainees with hands on experience needed to complete their Certificate IV in Train Driving. A further 5 groups with approximately 30 drivers have recently commenced or completed the program.



Employee Spotlight



Sharina Malaki

Operations Manager NSW & QLD

Years at Trojan?

4.5 years

How does your role contribute to Trojan's goals?

As the Operations Manager at Trojan, my role is to provide a support function to the consultants that ensures the business is successful. For some of our consultants, they may have strong industry experience but not worked in recruitment. With our support, we make sure these consultants thrive and seamlessly meet their compliance obligations.

What is your greatest challenge?

We work with many people every day, and to provide the best support, we need to understand the different ways people think and learn so that we can help them perform at their best. There is also a constant need to keep my knowledge up to date on the market as it is ever-changing.

What is the most important thing you have learned in the last 5 years?

To live for the now! In my 40+ years, I've learnt to appreciate life and to be present in the moment.

Which celebrity would you most like to have with you in lockdown (and why?)

Dave Chappelle – Intelligent comedian and super funny to watch. I think he would be an interesting person to get to know and he can make me laugh.



Let's get to work.

Behind every good job, you'll find a team of dedicated and motivated people. Matching the right workers with the right companies is our job, and we're determined to make it happen.

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