

RecruitNews

News that matters for Australian employers

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Mid Year Issue—2021

What Your Employees Are Really Doing When You're Not Watching

The Top 5 Fastest Growing Industries of 2021

5 Bad Habits That Instantly Cost You Respect at Work

Feedback – The Latest Research Says We've Been Doing it all Wrong

How Caffeine is Affecting Your Work – The Good, Bad and the Ugly

24/7 NEWS

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Trojan Recruitment Group





Comments from the CEO

Welcome to the 2021 mid-year edition of Trojan RecruitNews, a free publication, providing insight and news for businesses in all industry sectors across Australia.

Employment has been one of the hottest topics of 2021, with a greater need for workforces to cope with sudden shifts in demand. Several industries, such as; construction, trades and labour, warehousing, transport, and logistics are experiencing unprecedented growth and faced with talent and labour shortages. Other industries are still in the process of pivoting to cope with changes in demand and new ways of working.

Coupled with the uncertainty of lockdowns, a shortage of global talent and movements in government employment incentives – whether booming or shrinking, there is a greater need for flexibility and agility in employment for business, than ever before. As a result, we have been partnering with our clients to help support the growing need for demand-centred workforces, which we believe

will be key to future business success.

In times of constant change, it puts pressure on leaders to maintain high performing teams. In this edition we focus on some of the challenges facing leaders today.

Many leaders have shared that their greatest concern is whether their remote teams are actually working when they say they are. We have all heard the stories of employees supposedly working remotely and are instead working on a side hustle, using work hours to complete housework or spending time gaming – all on their employer's time. In this edition, we reveal what your employees are really doing when you're not watching.

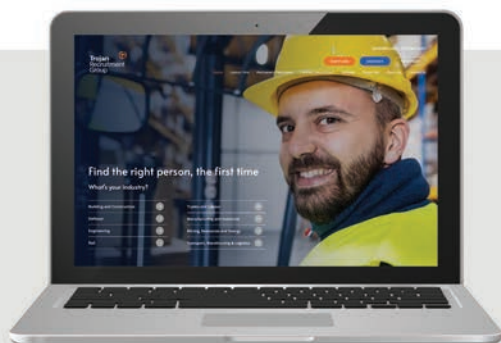
Creating high-performing teams also relies on leaders being adept at giving feedback however, many shy away from the process having been burned in the past. If that's you – then you are not alone. Turns out some of the feedback methods of the past are no longer serving us well. In this edition, we share the latest research into new ways to give feedback with impact.

While managing others during times of change, we can't forget about looking after ourselves. We discuss how caffeine affects your work performance and how respecting yourself can also help you gain the respect of others.

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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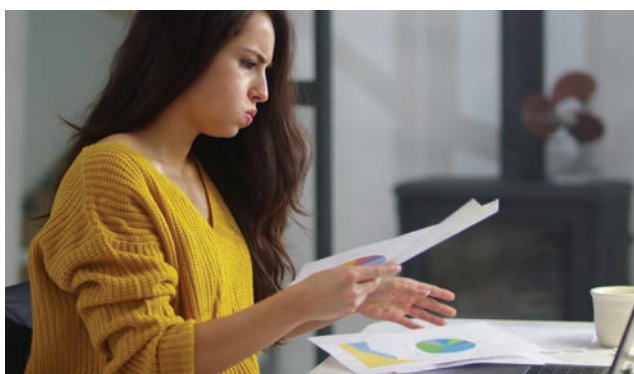
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View current and past issues of the Trojan RecruitNews

Contents



4 What Your Employees are Really Doing When You're Not Watching

Starting a side hustle, doing the housework, or spending time gaming? What your employees are really doing when out of sight may just surprise you.

6 The Top 5 Fastest Growing Industries of 2021

While some sectors such as hospitality and live events have faced their share of challenges in the past 12 months, we have seen others boom! Here we share five of those industries that are thriving in 2021.

8 5 Bad Habits That Instantly Cost You Respect at Work

For many of us, we carry a bunch of bad habits that cost us respect at work – here; we reveal how disrespecting ourselves can result in us losing the respect of others.

12 Feedback – The Latest Research Says We've Been Doing it all Wrong

Whether delivered straight up or stuck between two slices of bread, the latest research shows there are new ways to deliver feedback that will create real impact.

14 How Caffeine is Affecting Your Work – The Good, Bad and the Ugly

Three in four Australians consume the world's most popular psychoactive drug on a daily basis – caffeine! So, what does caffeine really do to our bodies and minds at work?

Regular Articles

10 Industry Update

11 Economic News

What Your Employees Are Really Doing When You're Not Watching

Whether working on-site, on the road or remotely, one of the biggest concerns facing leaders today is whether their team is actually working when they say they are. We have all heard the stories of employees supposedly working from home who are shirking their responsibilities and starting a side hustle, using work hours to complete housework or gaming – all on their employer's time and dime.

While this may be the case in some instances, other employees try to prove their productivity and loyalty by working even harder. The challenge of trying to go above and beyond when your work isn't visible has forced caring employees to work longer and more productively in an effort to see their work have meaning, impact and to help support organisations who may have experienced a tough year.

Ultimately the question great leaders should be asking is not what your employees are really doing when you are not watching – but rather how you can sufficiently motivate and inspire your team. By shifting your perspective, you will start to focus your energy on building a high-performance team that can work from anywhere, anytime without supervision.



1. Hire people who thrive when given autonomy

When you need employees to work autonomously it is important to put this character trait as a high priority in your hiring criteria. To determine whether someone has what it takes, it's important to understand what motivates them, whether they are capable of making decisions without reverting to their boss and whether they have a deadline orientation. In a 2020 study of remote workers, those who were successful were more likely to "hit deadlines no matter what, even if that means pulling all-nighters" whereas those less successful were more likely to say, "I should ask my boss for more time to finish a project."

In order to screen for the ability to successfully work unsupervised, consider behavioural interview questions, asking scenario-based questions or psychometric testing to help identify the right fit for your business.

2. Give them the tools to do a great job

In every employee engagement and satisfaction survey one of the key questions, "Do you have the right tools to adequately perform in your role?" is one that can cause the results to freefall. One of the biggest frustrations for employees are IT issues – especially when you depend on IT to meet deadlines and deliver your work.

Giving your team the tools, they need to do their job is about ensuring they have every relevant resource their role requires and making sure these resources are in good, working order and within easy reach.

Does your team have adequate access to training? Are there dependencies from others that aren't being delivered? Are company policies restrictive? Is their workspace inspiring? Is their workplace safe both physically and psychologically?

Regardless of the cause, not having the right tools for the job leads to disengagement. As a leader, sit down and make a checklist of all the tools your team needs to get the job done well and seek ways to make that happen.

3. Showing you truly care increases motivation

It is very easy for leaders to slip into task-orientation instead of people-oriented focus when the tyranny of distance prevails. When working in close proximity it is natural to ask how someone is, make small talk, organically share thoughts and feedback about strategic decisions on the fly.

When we are working remotely, it can be far too easy to email or text a list of tasks each morning and get on with your day. While this may seem productive, over time it will erode some of the essential factors for high performance such as feeling connected to the organisation and your leader, feeling valued and appreciated, and seeing meaning or greater impact behind your work.

To ensure you maintain a people-orientation, make time for your team. Pop in and visit them on site, organise to meet them for lunch once a week if on the road, set up virtual team huddles, lunches or moments to connect. This isn't about checking-in or checking-up but creating a connection that makes work meaningful.

4. Inspire your team to see how their work makes a difference

When we can see a direct connection between the work we do and the impact it has on others, the community or a broader cause, it feeds our levels of intrinsic motivation.

Intrinsic motivation comes from within and is defined as work for its own sake rather than to receive an external reward. Intrinsic motivation has been linked to higher energy levels, persistence, enthusiasm, engagement and well-being. It also drives creativity because people are most creative when they are motivated by the work itself rather than an external reward or to avoid punishment.

Building an intrinsically motivated team could mean giving your employees the opportunity to spend some time on passion projects that still benefit the business, relinquishing some managerial control, setting tasks that aren't too hard or too easy, but 'just right' to encourage mastery development. Be sure to share the broad company vision and continually help the team connect the work they are doing to the overall purpose of the organisation. Sharing customer stories where appropriate, can also serve to truly see the impact of day-to-day work in a meaningful way.

5. Reward and recognise a job well done.

When working together on site or in an office, reward and recognition can be an everyday part of working life. It is common to thank someone for a job well done, to show others the great work or achievements of a team member, to participate in formal "above and beyond awards" and to go for drinks/lunch to celebrate successes. However, when working from different locations it is easy to forget to make these moments count.

Without receiving positive feedback, reward or recognition, work can feel unimportant, unappreciated and that efforts are in vain – a sure way to make employees question why they do what they do and send them into a spiral of demotivation. According to HBR, a 10-year study of over 200,000 people found 79 per cent of employees who have quit their jobs felt they weren't appreciated.

Rewarded behaviour gets repeated so think about creative ways that you can formally and informally reward and recognise your team members in a sincere and genuine way.



Summary

By following these steps, strong leaders will build high-performing, self-motivated teams that will go on to achieve great things no matter whether they are on site, on the road or working from home. Then the question of what your employees are doing when you are not watching won't even be a consideration.

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The Top 5 Fastest Growing Industries of 2021

Over the last 18 months, we have seen monumental pivots, shifts and changes as industries adapt to a “new normal” across the globe. While some sectors such as hospitality and live events have faced their share of challenges, we have seen others boom! Here we take a peek at five of those industries that are thriving in 2021.

The healthcare industry

The Australian healthcare industry is expected to increase by 250,000 jobs in 2022. Unsurprisingly, the development of lifesaving technologies fuelled by the pandemic, the development of the COVID-19 vaccine and subsequent rollout have all contributed to a growing industry sector. During 2020, we also saw a significant uptake in telehealth services which continues to attract record venture capital funding into digital health start-ups.

The ageing population contributes to overall growth in healthcare in many ways, including aged care services. The 2020 Royal Commission into aged care handed down its final report in March 2021 seeking significant industry reform.

As a result of this reform, the government announced a \$452 million package as an initial response to the report. It is expected that there will be an additional 18,000 personal care workers to support in-home care and 57,000 extra nurses in aged care homes to comply with fixed minimum staffing ratios recommended to the Royal Commission into Aged Care Quality and Safety.

The eCommerce industry

According to e-commerce platform Shopify, at the height of the pandemic, e-commerce reached an all-time high, accounting for 16.4 per cent of total global retail sales - experiencing the equivalent of 10 years of e-commerce growth in just 90 days! According to a global survey across 11 markets, 84 per cent of consumers shopped online during the pandemic.

Australia is the 11th biggest e-commerce market in the world and is expected to reach USD32.3 billion by 2024. Growth in e-commerce has also fuelled growth in other adjacent industry segments. Digital marketing and technology services, third-party logistics companies and transportation and delivery services have all experienced growth off the back of online shopping.

Payment gateways such as PayPal now account for 48.8 per cent of purchases, 39.9 per cent are made from traditional banking sources. The remaining 6.7 per cent of transactions are made through buy-now-pay-later services, which continue to grow year-on-year.

The agriculture and textiles industry

While livestock exports have been falling, the gross value of agricultural production is forecast to reach a record \$66 billion in 2020–21, boosted by Australia's second biggest winter crop on record. Significantly larger harvests in every Australian state are forecast to result in a 59 per cent increase in the gross value of grains, oilseeds and pulses compared with the 2019–20 season.

Farmers experiencing the greatest levels of success have been those willing to innovate and embrace emerging technologies. It is predicted there will be continued investment into agtech start-ups fuelling growth and sustainability in the sector. An increased focus on "buying local" has seen a push for consumers seeking to know where their food comes from, creating demand for traceability technologies.

The construction industry

Initially hit hard by the pandemic, the Australian construction industry is expected to rebound in 2021 and grow by 2.6 per cent. The sector broke new growth records in March 2021 as housebuilders scrambled to commence residential projects as soon as possible to meet the final HomeBuilder deadline.

Between January and March, all four sectors of the construction industry experienced growth. According to AI Group, "Employment grew at the most rapid pace in the history of the series and wages rose faster than at any time since the Global Financial Crisis. Input prices surged due to a combination of high demand, supply constraints and rising freight costs for imported inputs. New orders went through the roof in March in part fuelled by the looming cut-offs for the HomeBuilder program."

Further growth in 2021 is being driven by the Australian government's focus on an infrastructure-led economic revival through new and accelerated infrastructure spending. In mid-June 2020, the government announced 15 infrastructure projects worth \$72 billion would be fast-tracked, supporting over 60,000 direct and indirect jobs.

The technology industry

The technology sector in Australia accounts for around \$122 billion every year, contributing to 6.6 per cent of GDP. While we may not be home to tech giants like Apple, Facebook, Netflix and Google, we have some very impressive technology companies of our own. Atlassian, Appen, Afterpay, Canva, Computershare, ELMO Software, REA Group, Xero, and Link Admin, to name a few.

The last 12 months have seen greater emphasis on digital platforms, and remote working has created increased importance on data security, mobility and workforce agility.

Combined with the increase in e-commerce and online purchasing, cybersecurity is top of mind. It is projected that about 7,000 more cybersecurity workers will be needed across all industries nationwide by 2024, according to a forecast by the Australian Cyber Security Growth Network.

Further, many industries are increasing their digital footprint to communicate remotely with customers or internally. Data analysts, data scientists, data engineers and data architects are in high demand.

The National Skills Commission has placed "data analysts" and "data scientists" at the top of its list of emerging occupations.

Summary

Australia's fastest growing industries help create a stable environment for businesses and professionals to explore market opportunities while contributing to the economy. With this comes much-needed employment for the country of Australia. A report by Data61 estimates that improvements to existing industries and the growth of new ones could be worth \$315 billion to the Australian economy over the next decade.

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5 Bad Habits That Instantly Cost You Respect at Work

Being respected at work can make your life a whole lot easier.



Being respected at work can make your life a whole lot easier. Your boss may cut you some slack, your peers will like you, and there is a far greater chance that you will be at the front of the queue for the next promotion.

However, when we think about respect at work, it usually conjures up thoughts around being professional, being a team player, turning up on time and looking the part. While these character traits are important, gaining respect from others can go a lot deeper – starting with respecting ourselves.

For many of us, we carry a bunch of bad habits that cost us respect at work – here; we reveal how disrespecting ourselves can actually result in us losing the respect of others.

Bad habit #1

Saying sorry, sorry, - even when you're not

Saying sorry is a natural part of admitting you were wrong; however, being overly or insincerely apologetic can come across as a lack of confidence or conviction. Psychotherapist Beverly Engel shares in her book *The Power of an Apology*, "[over-apologising] can give a certain kind of person permission to treat you poorly."

Tip - As an employee, be sure you only apologise when genuinely necessary, for example, when you are at fault or have made a mistake.

Bad habit #2

Ummm... Being wishy-washy

Being wishy-washy when asked for an opinion or a decision can reduce your credibility. A core element of being part of a team is making decisions and completing work to a deadline. Isaiah Hankel, CEO and job search expert, finds that "people with low self-respect fail to accomplish critical tasks because they are too afraid to make a bad decision," while those with high self-respect trust in their ability to solve problems.

Tip - When asked for your opinion, be sure to offer a thoughtful and considered response. If you find yourself being indecisive, ask yourself what additional information you need to help you confidently make a decision. Developing your decision-making skills could improve your self-respect and help you gain the respect of others.

Bad habit #3

Slouching so much that a physio can't help you

Your body language says a lot about you. Shy team members may have closed off body language such as crossing their arms, biting nails and slouching like they want the ground to swallow them up! Confident team members stand tall and proud, have a certain presence that in turn fills others with trust and respect.

Tip - Practise "power posing" by standing and sitting tall. Not only does it make you seem confident and engaged, it also helps you to breathe more effectively, which can work wonders for your brain health!

Bad habit #4

Mumbling and bumbling

Mumbling your answers and looking around the room can give the impression that you may lack certainty in your thoughts and ideas. Experts suggest that mumbling can kill your credibility. Dr Andrew Tucker, a professor at Birkbeck College and the University of London, recalled that thousands of jobs were not being filled each year because candidates couldn't communicate effectively.

Tip - Self-awareness is the first step. Stand up, breathe deep and project your voice when you speak. Being conscious about your verbal communication will ensure your message is heard, and you are taken seriously.

Bad habit #5

Ditch the BO and smell like success

Looking good and smelling fresh ensures you present the best version of yourself to your colleagues. In a study at the University of Texas, Professor Dan Hamermesh found that dressing for success can lead to about 9 per cent higher pay for men and 5 per cent higher pay for women.

Tip - Ensuring you are appropriately dressed, showered, have your teeth brushed and your nails clean and tidy is a great way to get into the routine of looking the part at work.

Respecting yourself can be the first step to gaining your colleagues' respect, so ditch those bad habits that are instantly costing you respect at work! You'll find you get more opportunities, greater respect and a whole lot more job satisfaction.

Don't

- Overly apologise; this can make you seem like you are beneath your colleagues or the job.
- Be uncertain in your decisions as this can come across as a lack of skill.
- Present with closed or slouchy poor body language.
- Mumble your words, as this can kill your credibility.
- Have poor personal hygiene.

Do

- Apologise when you are in the wrong or have made a mistake.
- Be prepared when asked for your opinion or decision.
- Sit and stand tall to come across as open and approachable.
- Project your voice and articulate your words to get your thoughts across effectively.
- Turn up clean, smelling fresh and appropriately attired.

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Industry Update

Construction Industry

The Australian Industry Group/Housing Industry Association Australian Performance of Construction Index (**Australian PCI®**) fell by 0.8 points to 58.3 in May.

Three of the four industry sectors in the **Australian PCI®** remained expansionary in trend terms in May, while apartment building was stable (down 0.7 points to 50.5). House building (down 2.2 points to 62.8) and engineering construction (up 1.7 points to 64.3) continued to lead the way.

Ai Group Head of Policy, Peter Burn, said: "The pace of employment growth across the construction sector was the highest recorded since the **Australian PCI®** commenced in 2005 and this fuelled a further increase in reports of difficulties in filling positions. The heat in the market is also evident in the extent of input cost acceleration, wage rises and price increases. With new orders growing strongly again in May and the pipeline of infrastructure projects stretching over a number of years, there is a clear need for the industry and governments to move together to ensure there is adequate capacity in the sector and its supply chains to meet ongoing demand," Dr Burn said.

Source: Australian Industry Group (AI Group)

Services Industry

The Australian Industry Group Australian Performance of Services Index (**Australian PSI®**) rose by 2.3 points to 61.0 in April, recording its highest monthly result since October 2003 as the recovery following the COVID-19 recession of 2020 continued to gain strength.

Ai Group Chief Executive, Innes Willox, said: "Australia's services industry expanded further in April growing at a faster pace than at any time since October 2003. The logistics sector was particularly strong reflecting growth across a wide range of its customer base. Retail trade and hospitality businesses benefitted from the relative success Australia is having on the health front, the easing of distancing and inter-state restrictions as well as the return of greater levels of consumer confidence. Across the services sector sales lifted strongly and employment returned to growth after a flat month in March. As is the case in a number of Australian industries, more service sector employers are reporting difficulties in finding suitably skilled staff. Encouragingly, new orders expanded at very healthy levels once again pointing to the likelihood of further expansion in coming months".

Source: Australian Industry Group (AI Group)

Manufacturing Industry

The Australian Industry Group Australian Performance of Manufacturing Index (**Australian PMI®**) edged 0.1 points higher to 61.8 in May, indicating an eighth consecutive month of recovery.

The May result represents the index's highest monthly result since March 2018 and the fourth highest since the **Australian PMI®** commenced in 1992.

Ai Group Chief Executive Innes Willox said: "Australia's manufacturing sector maintained its rapid pace of expansion in May fuelled by strong demand from the construction sector, a pick-up in business investment and healthy demand from households. Each of the six diverse manufacturing groups expanded at a more rapid rate in the month led by the machinery & equipment; building products; and chemicals sectors. Manufacturing production and employment accelerated and, while the pace of expansion eased from April's record high, sales also continued to rise. Manufacturers experienced further pressure on input costs and with wages also rising more rapidly. With capacity utilisation running at high levels and new orders continuing to grow, manufacturers are finding it increasingly difficult to fill positions. While the new Victorian lockdown will dampen enthusiasm somewhat, these conditions are likely to be setting the stage for a lift in investment by manufacturers".

Source: Australian Industry Group (AI Group)

Rail Industry

The ARA has launched its 2020-2022 strategic plan for rail freight and ports to support increased modal share for the industry as the nation's freight task grows.

Australasian Railway Association Chief Executive Officer Caroline Wilkie said rail would need to play a stronger role in meeting Australia's freight needs. "Our national freight task is expected to rise 35 per cent by 2040 and rail will play a critical part in meeting this demand," Ms Wilkie said.

In 2020, the rail industry faced the twin challenges of a significant range of projects and new constraints associated with the impact on the COVID-19 pandemic.

Rail operators moved quickly to continue meeting community needs during the pandemic, keeping passenger and freight services operating and ensuring essential maintenance and construction continued. They delivered on this need even as state and international border restrictions limited their ability to attract the skills required to meet current and future demand.

These changes have underlined the importance of attracting and retaining the right people to meet the industry's changing requirements. With \$155 billion in rail investment planned over the next 15 years, the attraction of key talent to the rail industry is a critical issue that will only grow in importance as new projects come online.

Source: <https://ara.net.au/media-release>

Economic outlook moves from recovery to expansion



The Australian economy is transitioning from recovery to expansion phase earlier and with more momentum than anticipated.

The unique features of the pandemic and policy response have seen the economy rebound much faster than in previous downturns. GDP growth in the December quarter 2020 was stronger than expected and the recovery in activity and the labour market again exceeded expectations in the March quarter.

Under the baseline scenario, GDP is expected to grow by around 4.75 per cent over 2021 and 3.5 per cent over 2022. The level of GDP is still expected to remain a little below that forecast before the pandemic, mostly due to lower population growth; in per capita terms, GDP is expected to be on a higher trajectory, supported by higher per capita household income and a strong contribution from public demand. Inflation is expected to be close to 2 per cent by mid 2023 in the baseline scenario.

The baseline scenario is based on the assumption that the domestic vaccine rollout accelerates in the second half of the year, allowing the international border to be reopened gradually from early 2022. This scenario assumes that no further large outbreaks and accompanying extended hard lockdowns occur within Australia, and that restrictions, when imposed, are brief.

Overall, Australian households and businesses appear to be adjusting well to the tapering of fiscal and other temporary support measures. But the nature and speed of the next phase of growth is still characterised by uncertainty, particularly around household consumption and the extent of spare capacity given the disruptions to the supply side of the economy induced by the pandemic. The outlook is also likely to be uneven across industries for some time yet, reflecting the closed international border, restrictions in parts of the services sector, large shifts in consumer preferences, ongoing supply disruptions and slower population growth.

Source: <https://www.rba.gov.au/publications/smp/2021/may/economic-outlook.html>

Unemployment rate falls to 5.5% in April



The seasonally adjusted unemployment rate fell by 0.2 percentage points to 5.5 per cent between March and April 2021 according to the Australian Bureau of Statistics (ABS).

Bjorn Jarvis, head of labour statistics at the ABS, said this was the sixth consecutive fall in the unemployment rate, down from 6.9 per cent in October 2020. "The unemployment rate is now 0.2 percentage points (or 33,000 people) above the start of the pandemic. Importantly, it's 2.0 percentage points below its peak in July 2020, when it was 7.4 per cent," Mr Jarvis said. "The youth unemployment rate fell to its lowest level since the Global Financial Crisis, reflecting a strong increase in employment for young men, following a number of increases for young women in recent months."

The end of the JobKeeper wage subsidy did not have a discernible impact on employment between March and April.

"We have not seen large changes in the indicators that would suggest a clear JobKeeper impact, such as an increase in people working reduced or zero hours for economic reasons or because they were leaving their job. We also haven't seen large net flows out of employment across many population groups," Mr Jarvis said.

"Some of the 31,000 fall in employment may relate to the end of JobKeeper, but it could also reflect usual month-to-month variation in the labour market and some larger than usual seasonal changes similar to those we saw earlier in the year."

Seasonal factors explained the larger fall in hours (down 0.7 per cent), which was again attributed to higher than usual numbers of people taking leave around the public and school holidays.

"Like we saw in January, the number of people taking leave over the Easter public and school holidays was also higher than in the past," Mr Jarvis said.

The 31,000 (or 0.2 per cent) fall in employment was due to a decline in female employment, down by 0.6 per cent, while male employment increased by 0.1 per cent. Female hours fell by 1.6 per cent, while male hours remained steady.

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

Feedback:

The Latest Research Says We've Been Doing it all Wrong

Whether put in a sandwich, sprinkled with sugar or spun around 360°, no one likes the 'F' word. That moment when someone says, "Can I just give you some feedback?" is enough to make any employee's stomach churn as they wait for what's to come.

Feedback is telling people what we think of their performance and how they should do it better – examples may include whether they're completing a task, leading a project, managing people or working in a team.

Most leaders dread giving negative or constructive feedback. Some avoid it altogether, others use a 360°-review process to build a case, some use "radical transparency" to blurt it out, and others sandwich the negative between two slices of positive.

What we do know is that the research is clear. These methods don't work. The sandwich method dilutes both positive and negative feedback. Open communication only favours those with a thick skin or who don't care. Avoidance isn't about saving the employee; it is about protecting the manager. Concerns over 360 feedback systems grow as they erode trust between peers who need to work together.

New research shows that no matter how it is delivered, telling people what we think of their performance and how they should improve doesn't help them thrive and excel, it instead hinders learning. Further, when employees receive negative feedback, they start to avoid those people who are giving the feedback and adjust their roles to seek out those who are more likely to give positive reviews.

With this in mind, it is interesting to think that each year managers are tasked with the job of undertaking a performance review. By the very nature of the process, they are required to provide both positive and negative feedback. Our minds apply more focus on the negative which we know then hinders learning and breaks the relationship between the giver and receiver.

On the flip side, we know that people want to hang out with those who offer a positive environment and will more likely excel in that culture when using their strengths to achieve. That doesn't mean managers have to be all jokes and smiles, but those who consistently approach feedback in a way that is positive build excellence.

With this in mind, how exactly can you approach feedback for high performance – here are three ways:

1. Fostering Excellence – Positively

As leaders, we often jump into damage-control when things go wrong, and when the dust has settled, we spend time doing a review of the situation to ensure we learn from it in the future. While there are times this is necessary; we never apply the same time, effort or energy when things go right – yet great leaders make this one of their highest priorities.

It is too easy to say "good job" in passing, and while simple praise isn't a bad thing, you are not necessarily the authority on what objectively good performance is, and your team members know this. By describing what you experienced when their moment of excellence caught your attention, your feedback will have a far more significant impact both personally and in terms of learning.

Use phrases such as "This is how that came across for me," or "This is what that made me think," or "Did you see what you did there?" Those are your reactions, and when you share them in specific detail, you aren't judging or rating or fixing. And because it isn't a judgment or a rating, it is far more genuine and more powerful.

Whenever your team does something that rocked your world just a little, stop for a minute and highlight it. By helping your team member recognise what excellence looks like for them—by saying, "That! Yes, that!"—you're offering them the chance to gain insight; you're highlighting a pattern that is already there within them so that they can recognise it, anchor it, re-create it, and refine it. That is, learning.

2. Take a partnership approach

Joe Hirsch, the managing director of Semaca Partners and TEDx, and keynote speaker, suggests that instead of telling employees what you want to see, guide them in where to look. Engage your team in thoughtful conversation about their current strengths, future goals and how, together, you can bring those elements in focus. Rather than offer directives, ask open questions that help them better understand the picture of work and trust your employees with opportunities to shape the way forwards.

Take Jodie, who was working as a customer service agent. Her skills on the phone and in solving problems were second-to-none – she was a shining star who earned the business hundreds of five-star reviews. Yet one aspect of her role required her to complete a financial spreadsheet

each month which she found incredibly challenging. Every performance review would start with a quick observation of how great her customer service skills were and then move on to her weaknesses including the financial spreadsheet and a development plan for how this aspect could be improved.

Jodie would go away and spend more time on yet another Excel course. She would neglect to continue to develop the skill that made her an exceptional employee. Over time her financial skills never really improved, her customer service skills stopped evolving, and Jodie went from being a high performer to merely average.

A partnership approach would start by asking Jodie what aspects of her current job light her fire, what aspects drain her energy and where she would like to focus for the future. A strong leader would then try and look for alternate ways to structure her tasks around her strengths. It may just turn out that Jodie's colleague loves spreadsheets which would free Jodie up to do more of the work she is good at, enjoys and would like to develop further.

3. Guide self-directed feedback

When a team member comes to you asking for feedback, then you can apply the "Past, Present and Future" coaching technique to guide them to high performance.

First, ask them to tell you three things that are working well for them – (related or otherwise). By asking the question, it causes the centres of their brain linked to creativity, problem-solving and new ways of thinking to fire up.

Next, ask them to recall a time they faced this situation in the past and what had worked well for them? Given the nature of workplaces it is likely they have encountered this problem a few times before and on one of those occasions they are likely to have found a way forward or learned what they would have done if they had their time again.

Finally, turn to the future and ask the team member what they already know they need to do. What do you know works in this situation? By all means, share your own experiences if it is necessary to clarify their own, but operate from the assumption that they already know the answer to the solution – you are just helping them recognise it.

Mastering the art of feedback is an act of service to your employees, and with a few research-based techniques, your leadership can go from good to great. By ditching some of the old school methods, you can help create a learning culture, inspire and motivate employees to use their strengths and maintain a positive, high-performing environment.

<https://hbr.org/2018/01/negative-feedback-rarely-leads-to-improvement>
<https://hbr.org/2019/03/the-feedback-fallacy?autocomplete=true>
<https://hbr.org/2013/04/the-sandwich-approach-undermines>
<https://hbr.org/2014/10/the-transparency-trap>
<http://assets.csom.umn.edu/assets/71516.pdf>
<https://www.pwc.com/ml/en/services/consulting.html>
<https://hbr.org/2020/06/good-feedback-is-a-two-way-conversation>

How Caffeine is Affecting Your Work – The Good, Bad and the Ugly

Three in four Australians consume the world's most popular psychoactive drug on a daily basis – caffeine! Whether consumed in coffee, tea or energy drinks, 27 per cent of us indicate we can't live without it. So, what does caffeine really do to our bodies and minds? Here we look at the good, bad and downright ugly side-effects of caffeine at work.



The good - if you drink a cup of coffee before reading this article, you'll recall it better

A new study from Johns Hopkins University suggests that caffeine can assist in your ability to recall information. The study divided the participants into two groups – giving one group caffeine tablets, and the other a placebo. The next day, they asked participants to recall the information shared the previous day. The group who had caffeine had significantly better results. The study even worked out the optimal dosage to get the enhancement: about 200 milligrams, which you'll find in a strong cup of coffee.

The good - caffeine increases willpower

Caffeine can strengthen your willpower and self-control, especially when you're tired. Willpower is essential in the workplace as it is a factor in making effective decisions. Through a lack of willpower, you could end up compromising your values, cracking under pressure in negotiations or taking on a new project at inopportune times.

The bad – caffeine doesn't increase creativity, as once thought

For centuries, coffee has been associated with creativity, thanks to the likes of famous artists and their extreme consumption. Famous writer Voltaire was known to drink 40-50 cups of a chocolate coffee mixture a day! However, The University of Arkansas has recently proven that while caffeine increases the ability to focus and problem solve, it doesn't stimulate creativity – as once believed.

The bad – the rollercoaster effect

Coffee, tea and other caffeinated beverages are known to boost energy levels. However, you can feel more tired when its effects wear off. Of course, you can continue to drink more caffeine throughout the day to avoid the rebound effect – but this can lead to the consumption of high doses which may have longer-term health impacts.

The ugly – caffeine-induced stress and anxiety

Caffeine is known to increase alertness as it blocks a brain chemical that makes you feel tired. At the same time, it triggers a release of adrenaline. Extremely high intakes of caffeine reportedly cause nervousness, jitteriness, and anxiety-like symptoms. One study in 25 healthy men found that those who ingested approximately 300 milligrams of caffeine experienced more than double the stress of those who took a placebo.

The ugly – higher risk of workplace incidents

It's no secret that coffee later in the day can affect our ability to fall asleep as well as the quality of our sleep. However, the impact of a poor night's sleep may be more detrimental on a workday than you think. Sleep-deprived workers have difficulty concentrating, learning and communicating. Highly fatigued workers are 70 per cent more likely to be involved in workplace accidents when compared to those with lower fatigue levels.

The bottom line

Don't worry, no one is suggesting you skip that morning coffee! Light to moderate caffeine intake can provide several impressive performance benefits on the job – not to mention the social connection it helps create. However, high doses can lead to side effects that interfere with your workday and potentially even cause serious issues.

The impact of caffeine varies substantially between individuals so to get the benefits without the undesirable effects, give thought to your sleep, energy levels, performance at work and balance your intake if needed.

<https://mccrindle.com.au/insights/blogarchive/australian-attitudes-towards-coffee/>
<https://www.youtube.com/watch?v=YUjOhpNS0IY>
<https://www.fastcompany.com/3024975/caffeine-destroyer-and-enhancer-of-memory>
<https://fortune.com/2015/09/29/coffee-workplace/>
<https://www.sciencedaily.com/releases/2020/03/20200305135050.htm>
<https://www.healthline.com/nutrition/caffeine-side-effects>

Working with our partners to support a great cause

Trojan Recruitment Group was very excited to be joined by our clients and team members for a lovely morning tea on Thursday 27 May across the country. This was in support of Australia's Biggest Morning Tea raising funds for people impacted by cancer. We were so happy to join in with this very important cause to raise money which was also matched by Trojan Recruitment Group. The tea and cakes were lovely too!



Trojan Rail joins a great rail tradition

Trojan Rail is so excited and proud to have two drivers become part of the tradition of The Ghan in 2021!

The Ghan is a legendary train and one of the world's most beautiful train journeys that operates between Adelaide, Alice Springs and Darwin. Although construction on the line began in 1878, it wasn't until 1926 that development in Alice Springs began meaning up until it was completed in 1929, the remaining leg of the journey was made by camel.

Well done guys and enjoy the view!



Trojan continues to support our clients and employees through the pandemic

As we are all very aware, the global pandemic has been a huge challenge to businesses across the world throughout 2020 and continuing into 2021.

Throughout this time, Trojan has worked with our clients and employees across a variety of industries, many deemed to be essential industries, to ensure that our employees have been kept safe and our clients have kept their doors open.

From supplying personal protective equipment, broadcasting continual information updates, delivering training where restrictions permitted, our goal has been to support all our partners to make it through to the other side of this challenging time.



Employee Spotlight



Melitsa Patapis

Payroll Team Leader

Melitsa is based at our National Office in Glebe

Years at Trojan?

1.5 years

What do you like most about your role with Trojan?

I'm a keen problem solver so I really enjoy that no two days are the same, and there is always an interesting puzzle or problem to solve.

How does your role contribute to Trojan's goals?

The payroll department is the engine room of Trojan, we ensure that all our candidates are paid on time and all billing to clients is created and sent out each week. Our employees are our customers, and we do our utmost to keep them happy and paid.

How has the global pandemic changed the Australian workplace for you?

The pandemic has made our workplace more open to flexibility with more work from home options being available where possible. Businesses have also had to be more fluid and strategic and open to pivot to ensure that they are still relevant and profitable.

What is the most important thing you have learned in the last 12 months?

People are extremely resilient and capable to adapt to changing situations when they have to.



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.

Let's get to work

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