

INNOVATIVE HR TEAMS



think big

FAST-FORWARD TO THE FUTURE

Innovative companies will invariably be leaders in their fields. See who made the grade in *HRD*'s inaugural Innovative HR Teams list

IN LATE 2015, Prime Minister Malcolm Turnbull's Innovation Statement made it clear just how important innovation will be to Australia's future prosperity.

The statement outlined additional funding for complex research and development projects, incentives for investing in start-ups, and funding for programs to boost digital literacy and science, technology, engineering and maths (STEM) skills. The statement also made it clear that more must be done to encourage women into science and technology. In short, it was a manifesto: a commitment to building a new economy underpinned and driven by digital skills.

The overwhelming response to *HRD*'s inaugural Innovative HR Teams list, sponsored by Maxxia, indicates the prime minister is not alone in wanting to create innovative workplaces. From large multinationals to smaller start-ups, through to government agencies, the definition of innovation was not limited to technological innovation (the natural assumption when 'innovation' is mentioned is that it must be technology-driven). Entries covered innovation in terms of HR service delivery, recruitment, D&I initiatives, L&D initiatives, and even the field of neuroscience.

Want to lead the way? Read on to find out what others are doing to ensure they remain leaders in their fields. >>

METHODOLOGY

HRD readers were asked to submit entries on what their teams were doing that might be deemed innovative. A 500-word limit was set. Submissions were judged by *HRD*'s team, based on business impact and how innovative the initiative truly was in a wider context. Thirty HR teams have been selected and 10 of these are 'spotlighted' in greater detail over the following pages.

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THE INNOVATION GAME

HRD chats to Andrew Suckling, group executive innovation at McMillan Shakespeare, and Suzanne Shepherd, group executive HR at McMillan Shakespeare Group (parent company to Maxxia), about where innovation sits in the corporate world and how HR can play a critical role

HRD: When we hear about innovation we often jump to thinking it means technology – but it's more than that. What does innovation in the corporate world mean to you?



Andrew Suckling: For me, innovation means 'any change that adds value'. For us at Maxxia, innovation can be something small and incremental such as a change to a process, enhancement to a product or an improved customer experience on one of our digital assets. However, innovation can often aim at much more significant change such as development of a new product, developing a new market, or dramatically changing the way we deliver service digitally. Often these types of innovation are supported through advances in technology.



Suzanne Shepherd: What my team has done well, and what I'm proud of, is we've leveraged our internal capability and utilisation of resources to come up with some really pragmatic and creative ways of meeting the requirements of the business. I don't believe they have to be big technology issues. It may go beyond our own team by partnering with other teams in the business, such as marketing, IT or communications.

HRD: So much of innovation stems from simple ideas. What would your number one tip be to ensure the ideas of your employees get transformed into something tangible, and don't get lost (or squashed) along the way?

AS: It's true that many great innovative ideas are small ones. And many of these are generated from staff at all levels. At Maxxia we have developed a crowdsourcing platform

which allows all staff to participate in identifying product and service improvement opportunities, and also to propose solutions. These ideas gain momentum as more staff support or add to the initial idea. Quarterly staff committees decide which ideas they think are the most worthwhile trialling and testing. To this end it's important that employees are empowered to trial and test new ideas.

HRD: What role does HR play in innovation?

AS: HR plays a very important role in helping to foster an innovation culture and ecosystem. Staff need to feel engaged to generate new ideas; they need to feel comfortable identifying opportunities for the company to improve and to feel that their ideas are valued. HR practices need to support the culture that it's OK to take risks and fail. HR plays a crucial role in attracting and retaining creative talent to generate and implement innovative ideas.

SS: This is part of our behaviour base. We launched our new 'Why' last year, which embraces a unified set of values and our purpose. And our 'Why', our core for the whole group, is 'driving what's possible'. That means driving what's possible for the employee, for the customer, for the organisation and group as a whole. Everything that we do, from performance management to development pathways and assessment of people's contributions, have those values and behaviours woven through. It's our reason for being.

HRD: In your opinion, what most commonly halts innovation in business?

AS: Many organisations do not have clear processes for collecting, selecting and trialling new ideas. In some organisations, gaining

support or resources to trial new ideas generated from outside the C-suite can also be difficult. But in my experience the main reason innovation fails corporately is because culturally many companies fear taking risks, resist change and fear failure. Most new ideas and innovations fail. Culturally, businesses need to acknowledge that, plan for it and manage how they can mitigate the damage of failure and use 'trying and failing' as a tool to learn and grow.

HRD: Why does Maxxia see innovation as being so critical to business success, and how has Maxxia been innovative in its own operations?

SS: Essentially, it's recognising that if we don't create or disrupt, if we don't look at the horizons ahead of us, our point of difference will disappear. It's critical to tap into emerging and evolving customer and staff needs in how we work and operate. If we are to continue to grow and be as successful into the future as much as we have in the past, we must innovate.

AS: Innovation is inextricably linked to growth. So imbedding innovation into your corporate DNA is critical if you want to be a market leader or even remain relevant. In the last two years, we have:

- developed our own innovation crowdsourcing platform to assist in collecting and selecting ideas to trial
- designed and developed a digital self-service platform and our very first 'Claims App'
- engaged customers to help design our website user experience and face-to-face service delivery

AECOM

Construction & engineering

Hot innovation area: Diversity & inclusion

The Aecom HR team has been leading the way in taking steps to close the gender pay gap within the company. CEO Lara Poloni became a WGEA pay equity ambassador and the HR team stepped up to the plate by looking for gaps rather than falling back on tired HR practices. The analysis was extensive, utilising an internal classification framework to compare average salaries across levels, disciplines and locations. Actions included allocating 5% of the annual salary review budget to close the gap for those women who were not paid competitively enough against the internal or external market. The team has also examined how salaries are set at the point of hire and how out-of-cycle increases are assessed.

ASCIANO

Logistics

Hot innovation area: Recruitment

Asciano's HR team has focused on recruitment: the Pacific National Division's 'Time for New Shoes' campaign was a new, innovative and creative recruitment approach delivered through social media. A total of 633 people applied for freight team member roles, and based on video profiles 80 people were chosen to participate in a half-day assessment, including interviews, group activities and manual dexterity testing. Following pre-employment screening, 14 people were selected: eight women and six men. In a business that would normally struggle to achieve 10% female representation, this was hailed as an overwhelming success. And there's follow-through too: the WILpower Management Cadetship is an accelerated development pathway for female cadets.

ETAX ACCOUNTANTS

Accounting & finance

Hot innovation area: Graduate recruitment

With the demand for graduate accountants intense, Etax Accountants has opted to channel its innovation thinking into the area of graduate recruitment. The firm has traditionally engaged graduates on short-term contracts to provide support through the tax season. It has also provided training and a range of benefits to these graduates. However, employee feedback prompted a rethink. Etax's Accelerate Graduate Program was born to bridge the gap between university and industry. Key elements include job-ready training, the practical application of skills and knowledge in the workplace, and networking events providing direct connection with influential finance industry professionals.

CALTEX AUSTRALIA

Fuel supplies & retail

Hot innovation area: Performance management

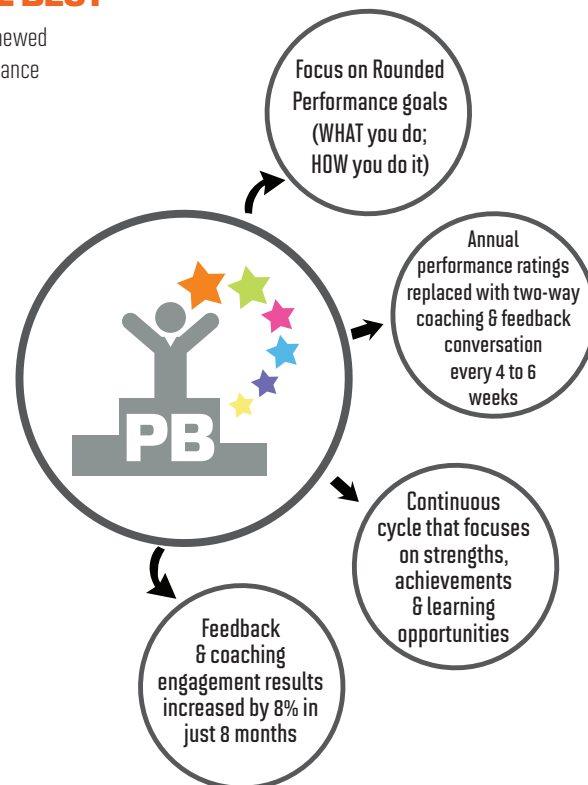
Caltex's 'Personal Best' takes a fresh look at all aspects of performance management methodology and processes. The company has removed performance ratings and the focus is now on open, honest conversations around actual performance, strengths, achievements and learning. The change has resulted in more regular and fluid quality conversations about rounded performance rather than a focus on mid-year and end-of-year reviews.

Both leaders and employees were supported throughout this shift. HR developed workshops to help participants focus on the performance preview conversation, feedback and coaching skills, as well as the performance review discussion. 'PB Buddies' have also been established to further support leaders.

After only eight months since the introduction of Personal Best, the number of employees who believe they receive regular feedback and coaching that assists their development has increased by 8%, as seen in recent Aon Hewitt Employment Engagement Survey results.

PERSONAL BEST

Caltex Australia's renewed approach to performance management



INNOVATIVE HR TEAMS

CHURCHILL EDUCATION

Education/distance learning

Hot innovation areas:
Reward & recognition/Culture

With team members spread across Australia, Canada, the US and the Philippines, Churchill Education works hard to consistently maintain its core values. The critical, and oft-overlooked, business value of humour has seen the company embrace a number of unique initiatives. These include:

- Monthly 'Top Gun' awards – peers nominate those colleagues who demonstrate workplace behaviours that reflect company values. If a team member receives two or more peer nominations they receive a Top Gun certificate plus a ticket to the company's annual Study Tour Competition. At the end-of-financial-year party, one person's name is drawn, and that person wins a study tour anywhere in the world to the value of \$10,000.

Angels & Mortals

Churchill Education has a closed Facebook page which all team members, across all four countries, contribute to. Here are two examples from the Facebook page in relation to the Angels & Mortals program.



- Dreams Trust – each team member writes down their dreams/goals/aspirations for 2016, as well as one thing they would like to do before they die. This information is collated (the HR manager is referred to as the official 'Dream Catcher') and it is shared among team members so each person can help their colleagues achieve their dreams. For example, a number of team members have said they would like to own their own home in 2016. Churchill Education has organised for Learning Lunches to cover topics such as 'what to

look for when buying your own home', and 'budgeting and saving tips'.

- Angels & Mortals – from the start of December, each team member acts as an 'Angel' for another team member (who is referred to as a 'Mortal'). The key is anonymity. The Angel must perform at least three good deeds for their Mortal by 23 December. This might include buying or making coffee, sending anonymous gifts, or baking a cake. On 23 December the team gathers for the 'reveal'.

DATA#3

Cloud solutions/ICT services

Hot innovation area: Technology

Data#3's OD and HR team have utilised the company's technology background to connect with and provide collaboration tools for every one of its 1,000 employees and contractors. Recruitment, training, performance management, wellbeing seminars and simple one-on-one conversations can now take place face-to-face with the help of mobile technology, webcams and video conferencing. This allows the team to provide the same level of support to every team member, regardless of their location. It has also allowed the lean OD and HR team (just seven individuals) to be in more than one place at a time.

Recent process innovations include automated talent management programs, online onboarding programs, paperless performance management and – eventually – a paperless employment contract process.

RESULTS

A few tangible outcomes from the use of technology have resulted, including:



Improved tracking of employee satisfaction during the onboarding process as a result of increased contact/touchpoints through onboarding surveys



The HR/OD team is able to be more proactive and to identify potential issues before they arise, because of the greater amount of information available



An increased number of learning opportunities can be provided to a greater number of employees, regardless of their location



Managers are able to have more efficient/robust performance development conversations due to integration of learning and performance management systems



Access to real-time reporting on progress towards strategic high-level goals, thanks to those priorities being integrated into the performance development system



This direct link between individual KPIs and the organisation's strategic goals allows all individuals to have visibility of their impact and importance in the overall success of the business

EMPLOYSURE

Employment services/WHS

Hot innovation area: Recruitment

Employsure has experienced extraordinary growth in its five years in operation. After securing its first client in April 2011, Employsure's trajectory now sees the firm servicing over 8,600 clients. In 2015, it secured its status as Australia's fastest-growing company.

Not only was the in-house talent team faced with rapid growth but it also had to find employees with the right cultural and capability fit. After identifying key employee recruitment and retention issues, the team introduced new initiatives, which led to a decrease in attrition and a greater ability to secure quality candidates who were more aligned with company values.

A 'flagging system' was introduced for all potential candidates. Through extensive research into past and present employees, the talent team identified specific trends, classifying these as flags. When assessing new candidates, the team would measure the number of flags held by the applicant against these identified benchmarks, determining their suitability and, ultimately, their progression in the recruiting process.

As a value-orientated organisation, another initiative was to compare Employsure's core values with those of current employees. This illustrated that



Standing, from left: Jenny Testa, Jess van der Walt, Chantelle Cassin, Michael Morris. Seated: Rebecca Roebuck

high performers had a higher emphasis on values rather than capability, giving birth to the formula $\text{Performance} = \text{Capability} \times \text{Values}^2$. Employsure then introduced a quarterly check-in (performance review) process for all staff, based on this equation.

Confident they could teach capability, the focus of these check-ins was on core values, which are inevitably already in-built within an individual. Ultimately, Employsure has found capability is the qualifier and values is the differentiator.

DELOITTE

Professional services

Hot innovation area: Performance management

Professional services firms have taken the lead in refreshing performance management processes. Deloitte has designed a framework that transforms how the firm handles all elements of performance. The focus has been on identifying and valuing an individual's strengths, introducing weekly check-ins and team engagement pulse checks, providing leaders with just-in-time data on which to improve team effectiveness, and moving low-impact tasks like form-filling and rating debate to real conversations and real-time feedback. Finally, leaders are provided with mobile-friendly, valid, reliable and frequent performance data, ensuring performance can be assessed anywhere at any time.

MINOR DKL FOOD GROUP

Food & beverage retail

Hot innovation area: L&D

With a young and tech-savvy workforce, Minor DKL Food Group (which encompasses over 6,000 Coffee Club franchisees and team members across Australia) sought to revolutionise its training processes. After extensive research, the company settled on World Manager, an online LMS solution with a suite of options for DKL. A cross-functional team including operations, communications, training and HR joined forces to create 'The Club House', which is accessible on handheld devices. Time savings and communication enhancements have resulted, while the WHS suite ensures compliance is being maintained, and over 350,000 training modules have been completed online.

IKEA

Retail

Hot innovation area: Talent management

IKEA has made HR headlines thanks to its innovative 'Tack!' (Swedish for 'thank you') program, which is a generous approach to financial bonuses. However, the company is progressive on multiple fronts, including reward and recognition and L&D. The key is empowerment: every employee has an opportunity to create a development plan with their manager and set their goals for the coming year and beyond. "There is no typical IKEA career" is a company motto, and this is reflected in the fact that employees are encouraged to try different roles, functions and even countries several times in their careers.

INNOVATIVE HR TEAMS



The EY Experience Management Leadership Team, a virtual team across six Asian countries, using local telepresence facilities. From left: Ben Perez (Melbourne), Jourisu Lee (Seoul, Korea), Christine Tan and Shanell Gregory (Singapore) and Poh Tat Teh (Kuala Lumpur, Malaysia). Not pictured: Jasmine Zhao (Beijing, China) and Anna Vatandoust (Sydney).

ERNST & YOUNG

Professional services

Hot innovation area: Technology

The HR team looking after EY's Business Tax Services division (some 600 plus employees in Oceania) is pushing technology to new levels, specifically technology that supports flexible work options. From the use of shared drives to save all documents and emails, and using a shared Excel workbook to track what's happening with key partners, through to regularly using online internal forums to

share ideas and interesting articles, the team has made 'nice to have' options like job sharing a workable reality. The current job share arrangement works so effectively that often partners don't realise the job-sharing employees are not in the same location.

Partners themselves have been coached on how to use tools like Skype for business to have virtual video meetings and share

live documents that can be seen by all participants and edited in real time.

Another innovation is a focus on employee 'experiences'. This includes a specific 'experiences' plan for each employee during annual planning, and the hiring of a dedicated 'experience manager' responsible for helping to facilitate the desired experiences for employees.

HEALTH INSURANCE FUND OF AUSTRALIA (HIF)

Insurance

Hot innovation area: Talent management

The Perth-based not-for-profit private health insurer recently celebrated its 60th anniversary in fine form: key strategic decisions ensured rapid customer growth (climbing to over 27% year-on-year growth in an industry that traditionally moves at 2–3%), and an increase in headcount from 60 to 105. The existing HR processes needed an overhaul to keep up with this growth, crystallised in the development of a Talent Sourcing Strategy. Paper-driven and admin-heavy processes were jettisoned, replaced with candidate management and testing solutions (courtesy of Revelian) and brand-aligned end-to-end onboarding (courtesy of Navigo). The result has been a scalable solution for any growth situation, better end-user experiences and, most importantly, a positive candidate experience.

SUNCORP BANK

Banking & finance

Hot innovation area: L&D

Suncorp's L&D team recently demonstrated their innovative approach to learning when they delivered a new Personal Loans program for staff. Utilising the READY>SET>GO>SHOW structure, which aligns closely with the 70:20:10 methodology, this approach recognises that learning is more than just a workshop, and focuses on the importance of transforming learning into workplace practice. Combining online, facilitator-led and social media platforms, the program turned traditional learning on its head. Instead of print-heavy participant guides, learners were provided with a slim plastic pouch in which they could store Top-Up sheets distributed throughout the workshops. Instead of PowerPoint slides, a series of posters and flipcharts were displayed around teaching rooms. The program design also utilised a 'backwards' development approach whereby stakeholders and subject matter experts firstly determined and documented what successful performance looked like and how it could be assessed.

HOUSING AUTHORITY OF WESTERN AUSTRALIA

Government

Hot innovation area: Diversity & inclusion

Housing Authority is a multifaceted organisation whose mission is to provide affordable housing options to low- and middle-income earners in WA. Of note is the Housing Authority's dedication to diversity and inclusion – particularly for Aboriginal and Torres Strait Islander (ATSI) people, both within and outside the organisation. With this in mind the organisation has committed to:

- renewed recruitment practices, including advertising vacancies in the local Aboriginal language and/or Kimberly Creole, using media such as the *Koori Mail* and *Deadly Jobs*.
- the Aboriginal Art Program – whereby artworks are displayed throughout Housing's metropolitan and country offices. The intent is twofold: firstly, to provide a source of income to Indigenous artists; and secondly, to create a sense of cultural security for Housing's ATSI employees and clients.
- a traineeship program – Housing employs up to six ATSI trainees each year, through a traineeship program coordinated by the Workforce Development team.
- celebrating Aboriginal culture. Culturally significant events are celebrated throughout the year, including NAIDOC, Sorry Day and National Reconciliation Week. NAIDOC celebrations in particular provide an opportunity for non-Indigenous employees to learn more about ATSI culture.

MSS SECURITY

Security services

Hot innovation area: HR service delivery

MSS Security's submission to *HRD* made a valid point: "Innovation does not always have to result in the implementation of a new system, process or strategy ... what we think is most innovative is not just following the lead, not just saying 'yes', not just doing what we've always done." At MSS, the P&C team likes to challenge the status quo, stir the pot and make managers a little uncomfortable, and ask 'why'. HR professionals often do not have KPIs directly related to financial measures (such as business unit contribution, EBITDA or Labour Cost Ratios), but at MSS they do. The company recognises that every decision made by HR will impact on the business this quarter, this financial year, and so on. In *HRD*'s book, that equates to an innovative view of HR and its potential.

HERBERT SMITH FREEHILLS

Legal

Hot innovation area: L&D

Mindfulness is a way of paying attention to what is actually happening in our lives, becoming present through greater awareness of our thoughts, emotions and physical sensations. With increased awareness, it's possible to take a step back and make wiser choices in how we respond to people and situations. Law firm Herbert Smith Freehills has long recognised the benefits of mindfulness (particularly in its leadership courses) and its application in the workplace, where it's common to be exposed to an overload of information, interruptions and conflicting priorities. The firm has opted to develop a mindfulness program for staff.

The program consists of three components: online guided recordings, perfect for independent learners and those on the go; weekly guided sessions provided by the L&D team and targeting anyone in the firm who wishes to build their skills on an informal basis; and a formal program, which consists of weekly training sessions over a six-week duration, and 10 minutes of practice per day. The program, designed by the Potential Project, is evidence-based, highly practical and, most importantly, gets results. In short, it's perfect for the stressful legal profession.

RESULTS

The firm has recorded positive results in a number of key areas as a result of the mindfulness program



INNOVATIVE HR TEAMS



left-to-right: Maureen Bell and Rachael Deede, both leadership specialists, flank Melissa Armstrong, general manager, GoldMind, in the middle.



FLIGHT CENTRE TRAVEL GROUP

Travel & hospitality

Hot innovation area: L&D

Few industries have been as disrupted as the travel industry. Technology and external economic pressures have all played a role – and Flight Centre Travel Group has responded in an unexpected way. In 2015, Flight Centre engaged the GoldMind team, an initiative and brand of Flight Centre Travel Group, to implement a strategy to raise employee engagement and retention.

The strategy's objective was to assist Flight Centre employees with harnessing the power of their own mindset and building the capabilities required for success now and into the future. An L&D initiative was launched – the 'Developing a GOLDEN Mind Workshop'. The workshop teaches participants the six key elements of peak performance, also referred to as the

'GOLDEN' mnemonic. These six elements have been developed based on leading neuroscience research and years of proven application within the Flight Centre Group.

Each element has been specifically developed to assist individuals in developing a greater understanding of their own cognitive behaviours, and in building personal belief and certainty around their capabilities. These elements include:

- Growth mindset
- Optimism and positivity
- Listen to your self talk
- Discipline
- Enjoy and have fun
- Norms, challenge them

The GoldMind team have utilised storytelling and narrative to challenge traditional learning design methodologies, and also authored an original fable to centre the workshop on (*Timothy Lippy and the Golden Mind*).



SANITARIUM HEALTH AND WELLBEING

Food production & processing

Hot innovation area: L&D

Sanitarium's L&D program, called 'Living, Learning and Leading by Values', is not only forward-thinking and flexible but also achieves the tricky task of bringing values to life. Combining all types of learning modules, 'Living by Values' is a partner program for all new members of the company, from day one through the first six months. 'Leading by Values' occurs after nine months on the job, or when someone is promoted into a people leader/influencer position. The staff member undertakes a 360-degree feedback tool from Human Synergistics called the 'Life Style Inventory'. This tool provides feedback on leadership behaviours. After 9–12 months on the job, all people leaders/influencers participate in a two-day leadership retreat; meanwhile, 'Leader as Coach' workshops teach leaders how to apply the skills and practices of coaches. Senior leaders are not forgotten – they attend a two-day retreat and obtain feedback on their impact as leaders.

LAING O'ROURKE

Engineering & infrastructure development

Hot innovation area: L&D

Laing O'Rourke's innovation efforts have already been recognised in *BRW*'s Most Innovative Companies list in 2014 and 2015 – and with good reason. Just one focus area is the Online Learning Academy, which highlights the company's commitment to providing flexible development opportunities to staff anytime, anywhere. It's also the key to reaching remote locations. Dynamic online content (e-learning, videos, e-books and assessments) is integrated with Laing O'Rourke's HRIS and provides 24-hour access, supporting those returning to work after an injury, on parental or unpaid leave, and blue-collar workers who have limited access to traditional development opportunities.

MYOB

Software development

Hot innovation area: L&D/Benefits

MYOB lists innovation as one of its core values, so it's hardly surprising to see it excelling in several areas. To cite just two – L&D and benefits – almost doesn't do the company's unique employee offerings justice. Learning Lab is an award-winning L&D framework consisting of four key categories (Managers Lab, Trade Lab, Leaders Lab and Life Lab), which offer personal and life learning focusing on how to live wisely and well. A concept called 'share the love' allows team members to teach each other on topics they are passionate about.

On the benefits front, 'Kudos' aims to reward and develop high-performers by providing the development and reward options they value. There are four options to choose from, including a mentoring program with executives, lunch with the CEO, \$1,000 to put towards an external development program, and additional leave days.

Meanwhile, the Purple Film Fest utilises Instagram to deliver a short film festival to employees. With over 150 submissions in 2015, the event draws on the creativity of the team, encourages collaboration, and rewards cast and crew with fame (internally) and fortune (10 x \$500 prizes).

MYOB'S INTERNAL MARKETING INITIATIVES



Part of the success of MYOB's learning and benefits programs comes down to clever internal marketing. Here's are three examples, outlining the Learning Lab to employees, the Management 5 essentials, and the Kudos program.

INNOVATIVE HR TEAMS



UNIVERSITY OF WESTERN AUSTRALIA

Tertiary education

Hot innovation area: Diversity & inclusion

Approximately 20% of staff and 27% of students at UWA come from diverse cultural backgrounds, with over 80 languages represented on campus. In 2009, UWA launched an innovative culture change strategy, Courageous Conversations about Race (CCAR). The core element of CCAR is a highly interactive 'conversation' that has constructively engaged the campus community in a dialogue around race, encouraging staff and students to become intellectually and emotionally comfortable with difference. The initiative involved delicate analysis of systems, policies and procedures that had an unwitting Anglo-Christian bias, careful avoidance of one-dimensional stereotyping around race, and an understanding that 'race', as something that is within us all, was not invisible across different facets of university life or was explored superficially through 'outward' manifestations (eg multicultural lunches). The Courageous Conversations initiative is now a regular feature on the annual UWA staff development calendar.

WESTPAC GROUP

Banking & finance

Hot innovation area: Work environment

Faced with outmoded technology hampering collaboration, rapidly evolving work practices and employee demands for greater flexibility, Westpac opted to rethink its traditional corporate environment and migrate 10,000 corporate employees to agile environments. Called 'WorkSMART', Westpac's largest-ever workforce change program was led by the HR team. The program utilised insights from employees and involved significant investment in new technologies and the introduction of a mobile office concept for employees. 'Mindset over Matter' workshops addressed employee reactions to change, and a one-stop intranet portal was developed to house all WorkSMART information. Other key considerations were sustainability (paper reduction) and pre- and post-move change support (many other organisations have found employee behaviours revert to old norms without post-move support).

VODAFONE HUTCHISON AUSTRALIA

Telecommunications

Hot innovation area: L&D

Another contender for 'most innovative L&D strategy' is Vodafone. A redesign and upgrade of its existing LMS resulted in a learning portal anchored around three key elements: what have I done (a learner profile which captures a central learning history for every learner in real time); what I am doing (a learning pathway which presents an individualised and prioritised learning plan for each learner); and what I could do (a learning catalogue presenting all learning opportunities, structured in a way that makes it easy for learners to identify relevant learning). Elements of social learning and gamification were utilised (including the use of 'badges' to reward and encourage compliance, the ability to recommend training to others, and the ability to rate and comment on training). Since its launch, Vodafone has seen a 51% increase in monthly course completions and a 15% increase in learners utilising mobile platforms to learn on the go.

JOHNSON & JOHNSON FAMILY OF COMPANIES

Consumer healthcare

Hot innovation area: HR service delivery

The J&J ANZ HR team has pioneered the first implementation of a new global operating model for HR and in doing so has elevated Australia as a centre for global functional innovation. HR director Amanda Towe's 2015 mandate was to bring together three separate HR teams across the ANZ business into one overall enterprise HR team. This has had far-reaching business impacts, including a wider, interbusiness approach to talent management, career growth and succession strategy. Acting as a 'hothouse' for the global company required strong influencing, collaboration, listening, and understanding of the required business outcomes on the part of the HR team.

TLC HEALTHCARE

Healthcare

Hot innovation area: Health & wellbeing

Healthy employees are generally happier and more productive employees – that's a truism adopted by TLC Healthcare as part of its company mission. From August to November 2015, the TLC community embarked on the inaugural 100 Days of Health (100DoH), an HR-led, cross-functional initiative aimed at increasing health and wellbeing awareness and boosting employee engagement. Key components of the initiative included:

- Each employee and resident recording their 100DoH health and wellbeing commitment on custom cards and attaching them to 'living commitment trees' – which served as an ongoing reminder of their commitment to health and wellbeing.
- Each week during 100DoH had different health-focused themes with related events and activities. Weekly themes included Physical Activity, Healthy Eating, Mental Health, Financial Health and Women's Health (among others).
- Events and activities included free health checks, pamper stations, fitness and cooking classes, and community BBQs for staff and residents. Weekly health-themed giveaways included TLC-branded drink bottles, sunscreen,

RESULTS

Surveys conducted at both the commencement and conclusion of 100DoH showed:



a **6%** increase in staff satisfaction



a **17%** rise in staff happiness with their health



an **8%** drop in alcohol consumption and **9%** increase in water consumption



the **highest reduction** in absenteeism, a significant reduction in staff turnover, and increased engagement

stress balls and toothbrush kits. New permanent benefits were introduced, such as discounted private health insurance.

- Throughout 100DoH, Team TLC members competed as teams in a TLC Walking Challenge. Rewards were appropriately health and fitness-related.
- TLC contractors and suppliers were involved, sponsoring products and events, and conducting free training and information sessions.

HOLLYWOOD PRIVATE HOSPITAL (RAMSAY HEALTH CARE)

Healthcare

Hot innovation area: Leadership development

The typical background of a ward manager in a hospital is one of rising through the ranks from junior nurse to senior, and then to an expert clinician. Management skills are often an afterthought for those who progress down this path, even though they may end up managing up to 60 staff. Since 2013 the HR team at Hollywood Private Hospital have focused on 'transforming clinicians to managers'. A robust in-house education program was developed, with a focus on empowering managers to manage day-to-day employee issues. Core HR subjects (managing absence, bullying and harassment, etc) are each delivered four times a year. In addition, an emailed 'HR Tips' guide was introduced, covering topics such as reference checking.

KEY RESULT

The HR team of six support over 2,000 employees and manage a caseload of 10–15 ER/IR/Fitness for Work issues per month. With more issues now being resolved earlier and more effectively by managers, the total caseload has dropped by almost 10% over the past 12 months.



Innovation is fundamental to workplace successes.

As the leading innovator in the salary packaging industry, we know what bringing the best people together to do their best work can achieve.

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INNOVATIVE HR TEAMS

RSPCA QUEENSLAND

Charity

Hot innovation area: Reward & recognition

Many business functions inherit the systems and faults of their predecessors. Such was the case with RSPCA Qld's HR team. The traditional, very transactional HR function inherited by the current team was doing no favours to the business, or the function of HR. One flawed program brought into the modern era was the organisation's 'Make Your Mark' (MYM) reward and recognition program. A key component of RSPCA Qld's talent management system, this program has been revamped to optimise the value of the workforce by defining discretionary effort via a web-based 'commitments catalogue'. The program maximises performance by defining the 'little bit extra' the organisation is seeking from its people. By helping the organisation achieve animal welfare outcomes, employees gain access to a wide range of reward and recognition opportunities. The system is fully integrated with the organisation's performance management processes and forms part of a 'total rewards package'.

Results have been astonishing: a goal of 50% engagement and 4,000 commitments was set within the first 12 months. Seventy-nine per cent engagement and 11,000 commitments were achieved inside the first six months.

GOLDEN OPPORTUNITIES



Operating alongside the Make Your Mark program, 'Golden Opportunities' is centred around learning and stretch opportunities designed to grow and develop identified top talent.

Golden Opportunities includes:



Exchange programs to New Zealand



'Animal Welfare Experiences' to Hong Kong and Thailand



US scholarships



Ambassador program

TELSTRA

Telecommunications

Hot innovation area: Technology

It's no surprise to find Telstra on this list: it's one of the few organisations to have a dedicated HR Innovation Team. Its goal is to simplify and improve processes, implement innovative solutions to reduce calls to the HR support helpdesk (HR Direct), and drive adoption of HR self-service. Two recent HR innovations include the development of a personalised employee HR information page (Me Page) and an HR app (My HR). Me Page is a SharePoint site which extracts an individual's employee information from over six different systems and presents it in one simple, personalised page. Employees can check their pay, leave balances, length of service, rewards program points, job opportunities and training requirements. The My HR app was developed to enable employees to use their mobile devices to complete HR activities previously only possible on a computer. My HR has been downloaded over 7,000 times.

QUEENSLAND PUBLIC SERVICE COMMISSION (PSC)

Government

Hot innovation area: HR service delivery

The Queensland public service has over 200,000 employees, and the PSC is an independent agency that drives workforce strategies across the sector. A recent initiative has been an overhaul and upskilling of the HR functions across its 20 in-scope organisations. Teaming up with Davidson Consulting, the PSC aimed to develop an aspirational strategic HR competency framework, as well as lift strategic HR capability. Customers' views of HR were central to this. With this in mind, 56 internal customers, including CEOs, heads of corporate and chief HR officers, were consulted. The result was the Strategic HR Capability Assessment and Development (SHR-CAD) initiative – a comprehensive road map for HR operations within the PSC.

NSW OFFICE OF ENVIRONMENT AND HERITAGE (OEH)

Government

Hot innovation area: Talent management

With over 3,500 employees, the OEH cares for and protects NSW's natural environment, Aboriginal country, and cultural and built environment. The new Government Sector Employment (GSE) Act 2013 required an overhaul of the organisation's employment and workforce management. OEH used this opportunity to transition away from a transactional, process-oriented culture. The overhaul included e-recruitment optimisation, with end-to-end recruitment resulting in faster, cost-effective outcomes, and also workflow redesign, which addressed resource consumption to support sustainability initiatives. A renewed communication strategy meanwhile ensured stakeholders were informed of legislative and other developments that affected them.

KEY RESULTS



Reduced time to hire – **61 days** as at January 2016



87% of hiring managers indicated the process gave them sufficient objective information to make the best hiring decisions



82% of hiring managers believed that their new hires were demonstrating the capabilities they were hired for in their actual roles



Increased client (hiring manager and candidate) engagement