

# The Lifecycle of your employees

The Queenstown-Lakes Chamber of Commerce engaged Human Connections Group to develop a resource to assist local employers to develop a greater understanding of how to create 'attraction, engagement and retention' strategies aimed at reducing labour and skills shortages.

Use this section to build a picture of your business presently, how you attract talent, where your best talent has come from and what activities you currently undertake to employ, engage and retain talent.

## SECTION ONE

## EMPLOYER BRAND

### 1. What industry is your business in? (Please tick one of the Industry type)

- |   |  |
|---|--|
| <input type="radio"/> Accounting                        | <input type="radio"/> Hospitality (Accommodation/Food)         |
| <input type="radio"/> Administration and Office Support | <input type="radio"/> Visitor Experience/Tourism               |
| <input type="radio"/> Advertising, Arts and Media       | <input type="radio"/> Information and Communication Technology |
| <input type="radio"/> Banking and Financial Services    | <input type="radio"/> Insurance and Superannuation             |
| <input type="radio"/> Call Centre and Customer Service  | <input type="radio"/> Legal                                    |
| <input type="radio"/> Commercial Cleaning               | <input type="radio"/> Manufacturing, Transport and Logistics   |
| <input type="radio"/> Community Service and Development | <input type="radio"/> Marketing and Communications             |
| <input type="radio"/> Construction                      | <input type="radio"/> Mining, Resources and Energy             |
| <input type="radio"/> Consulting and Strategy           | <input type="radio"/> Real Estate and Property                 |
| <input type="radio"/> Design and Architecture           | <input type="radio"/> Retail and Consumer Products             |
| <input type="radio"/> Education and Training            | <input type="radio"/> Sales                                    |
| <input type="radio"/> Engineering                       | <input type="radio"/> Science and Technology                   |
| <input type="radio"/> Farming, Animals and Conservation | <input type="radio"/> Self-Employment                          |
| <input type="radio"/> Government and Defence            | <input type="radio"/> Sport and Recreation                     |
| <input type="radio"/> Health, Spa & Beauty              | <input type="radio"/> Trades and Services                      |
| <input type="radio"/> Healthcare and Medical            |  |

### 2. Is your industry anecdotally known as a 'hard to fill' type of company e.g. hospitality, tourism, construction? (Please tick)

- Yes       No       Don't know

3. How many staff do you have currently? *(Please tick)*

- 2-10       11-20       21-30       31-40       >50

4. What is your mix of staff age/ethnicity, this is to ascertain your current employee profile looks like?  
*(Please tick)*

- Gender**       Male       Female
- Age**       <20       21-30       31-40       >50
- Visa status**       New Zealand Citizen       Permanent Resident
- Work Permit       Working Holiday Visa
- Other

5. How many staff have you had leave over the last 6 months? *(Please tick)*

- 0       1-4       5-9       >10

6. How many vacancies do you have currently? *(Please tick)*

- 0       1-4       5-9       >10

7. Did you know they were going to leave before they resigned? *(Please tick)*

- Yes       No       Don't know

8. Why do you think people left your business? *(Please tick all that apply)*

- Pay       Visa expiry       Manager
- Hours       Position/Duties       Environment
- What the company does       New challenge       Leaving the area
- Travel/Transport       Training/Personal development       Other \_\_\_\_\_

9. Do you encourage open discussion about longevity in the business to plan/retain/review your business staffing needs? *(Please tick)*

- Yes       No       Don't know

10. How do you plan/review your business staffing requirements? *(Please tick all that apply)*

- Needs analysis       Forecasting of business trends/season
- Discussion with Hiring Managers       Replacement only on resignation
- Other \_\_\_\_\_

**11. What's the average staff tenure in business?** *(Please tick)*

- <6 months                       6-12 months                       12-18 months  
 18-24 months                       >24 months                       Don't know

**12. What type of employment agreements do you hire people into your business using?** *(Please tick all that apply)*

- Fixed Term                       Permanent - Full Time                       Permanent - Part Time  
 Casual                       No Agreement                       Other \_\_\_\_\_

**13. Do you feel you have issues attracting staff to your business?** *(Please tick)*

- Yes                       No                       Don't know

**If yes, what ONE main reason would you say anecdotally it is due to**

\_\_\_\_\_

**14. Why do you think people join your business?** *(Please tick all that apply)*

- Pay                       Location                       Benefits \_\_\_\_\_  
 Hours                       Position/Duties                       Environment  
 What the company does                       Assistance with residency                       Assistance with accommodation  
 Assistance with travel/transport                       Other \_\_\_\_\_

**15. Why do you think people stay with your business?** *(Please tick all that apply)*

- Pay                       Location                       Benefits \_\_\_\_\_  
 Hours                       Position/Duties                       Environment  
 What the company does                       Assistance with residency                       Assistance with accommodation  
 Assistance with travel/transport                       Training/Personal development                       Other \_\_\_\_\_

16. Which of these advertising mediums have you used before? *(Please tick all that apply)*

- |   |   |
|---|---|
| <input type="radio"/> Seek                  | <input type="radio"/> Backpackerboard.co.nz             |
| <input type="radio"/> Trademe               | <input type="radio"/> Queenstowntradingjobs.co.nz       |
| <input type="radio"/> LinkedIn              | <input type="radio"/> Nz.Jora.com                       |
| <input type="radio"/> Facebook              | <input type="radio"/> Otago Daily Times                 |
| <input type="radio"/> Lakes Weekly Bulletin | <input type="radio"/> Mountain Scene                    |
| <input type="radio"/> Queenstownjobs.co.nz  | <input type="radio"/> Referral fee                      |
| <input type="radio"/> Jobsfix.co.nz         | <input type="radio"/> Word of mouth                     |
| <input type="radio"/> Myjobspace.co.nz      | <input type="radio"/> Advertising in local shop windows |
| <input type="radio"/> Nz.indeed.com         | <input type="radio"/> Recruitment agencies              |
| <input type="radio"/> Yudu.co.nz            | <input type="radio"/> Other _____                       |

17. Which advertising source did your top performing staff come from? *(Please tick all that apply)*

- |   |   |
|---|---|
| <input type="radio"/> Seek                  | <input type="radio"/> Otago Daily Times                 |
| <input type="radio"/> Trademe               | <input type="radio"/> Mountain Scene                    |
| <input type="radio"/> LinkedIn              | <input type="radio"/> Referral fee                      |
| <input type="radio"/> Facebook              | <input type="radio"/> Word of mouth                     |
| <input type="radio"/> Lakes Weekly Bulletin | <input type="radio"/> Advertising in local shop windows |
| <input type="radio"/> Queenstownjobs.co.nz  | <input type="radio"/> Recruitment agencies              |
| <input type="radio"/> Jobsfix.co.nz         | <input type="radio"/> Other _____                       |
| <input type="radio"/> Myjobspace.co.nz      |   |

18. Which advertising source did your least performing staff, or if not applicable, last three staff that resigned/left your company, come from? *(Please tick all that apply)*

- |   |   |
|---|---|
| <input type="radio"/> Seek                  | <input type="radio"/> Otago Daily Times                 |
| <input type="radio"/> Trademe               | <input type="radio"/> Mountain Scene                    |
| <input type="radio"/> LinkedIn              | <input type="radio"/> Referral scheme - paid            |
| <input type="radio"/> Facebook              | <input type="radio"/> Word of mouth                     |
| <input type="radio"/> Lakes Weekly Bulletin | <input type="radio"/> Advertising in local shop windows |
| <input type="radio"/> Queenstownjobs.co.nz  | <input type="radio"/> Recruitment agencies              |
| <input type="radio"/> Jobsfix.co.nz         | <input type="radio"/> Other _____                       |
| <input type="radio"/> Myjobspace.co.nz      |   |

**19. Which parts of the recruitment process do you use?** *(Please tick all that apply)*

- |  |  |
|--|--|
| <input type="radio"/> Advertising              | <input type="radio"/> Background checks              |
| <input type="radio"/> Job Description          | <input type="radio"/> Checking social media profiles |
| <input type="radio"/> Interview (face to face) | <input type="radio"/> Private networks               |
| <input type="radio"/> Evaluations/testing      | <input type="radio"/> Police/criminal record         |
| <input type="radio"/> References               | <input type="radio"/> Drug testing                   |

**20. When interviewing for potential new employees what preparation do you do?** *(Please tick all that apply)*

- Prepare a full range of interview questions
- Prepare a room/private place to interview
- Ensure that the interview will not be disturbed
- Prepare a statement about the company and its history
- Prepare a statement about what the role entails
- Prepare an answer for why we are looking for a new person
- Establish your 'employer of choice' statement and why the person should choose your business

**21. When you are interviewing new potential employees, what type of interview do you use to decide if they are the right people for the role?** *(Please tick all that apply)*

- Informal interview – telephone only
- Informal interview – conversational face to face/skype/FaceTime
- Behavioural interview – competency-based questions
- Physical/task orientated interview – practical
- No interview – base on application form/CV

**22. When you are interviewing new potential employees, what criteria do you use to decide if they are the right people for the role?** *(Please tick all that apply)*

- |  |  |
|--|--|
| <input type="radio"/> Availability to start  | <input type="radio"/> Reliability                    |
| <input type="radio"/> Hours they can do  | <input type="radio"/> Professionalism                |
| <input type="radio"/> Salary/wages they are looking for                                  | <input type="radio"/> Image                          |
| <input type="radio"/> Ability to do the tasks of the role advertised                     | <input type="radio"/> Morals, values and work ethics |
| <input type="radio"/> Past experience  | <input type="radio"/> Company 'fit'                  |
| <input type="radio"/> Skills that can bring to the company including transferable skills | <input type="radio"/> Body language e.g. eye contact |

**23. When a new person starts, how do you induct them into the business?** *(Please tick all that apply)*

- Use an induction form which covers all aspects of ensuring introduced to the business
- Get them to read the company website
- Allocate a buddy
- Tour of the company and the facilities
- Introduction of key personnel
- Documentation for payroll received and actioned
- Induct them with the H&S process, workplace hazards, safety equipment and emergency procedures
- Confirm understanding of the role and expectations
- Discussion through the policies and procedures
- Welcome/morning tea

**24. How do you communicate what is happening in the business with your staff?** *(Please tick all that apply)*

- One to one meeting
- Staff meetings – weekly/monthly/quarterly
- Internal newsletter
- Email updates
- We don't really
- Other

**25. How do you manage your staff performance?** *(Please tick all that apply)*

- Regular meetings one-to-one
- Weekly meetings to discuss performance
- Monthly meetings to discuss performance
- Annual performance reviews
- We don't really
- Other

**26. How do you manage poor/non-performance in the workplace?** *(Please tick all that apply)*

- Disciplinary process (as required)
- Meet and discuss issues as they arise
- At a one to one meeting
- At a staff meeting
- We don't really
- Other

27. What training do you provide your current workforce? (Please tick all that apply)

- On the job training
- Courses relevant to role
- Mixture of block courses and on the job training
- Support in personal development
- None
- Don't know

28. Do you do any of these to develop your staff to keep them engaged, motivated and challenged? (Please tick all that apply)

- Individual training, counselling and feedback provided by Manager, colleagues and other team members
- Mentoring/Buddying
- Job shadowing - carrying out work tasks under supervision of an experience colleague
- Job rotation - working in different parts of the organisation, in different roles carrying out different tasks – consider for risk management/succession planning
- Project work - participate and/or manage a project or a workshop
- Individual assignment - carry out special analysis, investigation, to write reports, statements
- Acting appointment - responsible for the work of the department/area when the manager of same is away
- Internal/external courses/qualifications (subsidised/paid for/not paid for)
- Conferences/seminars
- Encourage personal reading and study
- Team building days/activities

29. Would you say people are encouraged in your business to strive for further education, responsibility and role aspiration? (Please tick)

- Yes
- No
- Don't know

30. Is there, and if so, do your staff know there is a clear career and development path for them with your business? (Please tick)

- Yes
- No
- Don't know

31. Which of the following do you offer to retain your staff? (Please tick all that apply)

- Flexible working hours
- Remote working
- Sabbaticals
- Further training
- Career development
- Clear guidelines, policies and procedures

- Bonus/loyalty rewards
- Additional holidays
- Assistance with residency
- Assistance with accommodation
- Assistance with travel/transport
- Team building activities
- Equity/share options
- Personal development e.g. psychometric evaluations
- Additional time off for activities e.g. ski-ing
- Personal days
- Other \_\_\_\_\_

**32. Why do you think people stay with your company?** *(Please tick all that apply)*

- Environment
- Leadership
- Internal communication
- Collaboration
- Pay
- Location
- Hours
- Working Conditions
- Social aspect
- Positive relationships with staff
- What the company does (industry)
- Other \_\_\_\_\_

**33. Why do you think people have left your business?** *(Please tick all that apply)*

- Environment
- Leadership
- Internal communication
- Collaboration
- Pay
- Location
- Hours
- Working Conditions
- Social aspect
- Positive relationships with staff
- What the company does (industry)
- Other \_\_\_\_\_



**SECTION FIVE****EMPLOYMENT RECORDS/COMPLIANCE**

34. Do you keep staff employment documentation on file? *(Please tick)*

- Yes       No       Don't know

35. We record and retain each of the following: *(Please tick all that apply)*

- Individual employment agreement       Payslips  
 Job Description       Performance review documentation  
 Company policies       Change in working conditions documentation  
 Company procedures and standard operating manual       Other \_\_\_\_\_  
 Annual leave process/requests

**SECTION SIX****STAFFING FOR THE FUTURE**

36. Do you regularly think about the future and what staffing levels you may need? *(Please tick)*

- Yes       No       Don't know

37. Would you say you have a clear and communicated succession plan for your business? *(Please tick)*

- Yes       No       Don't know

38. What is the current mix of people/staff in your business?

- Gender**      Male # \_\_\_\_\_      Female # \_\_\_\_\_  
**Age**       <20       21-30       31-40       >50  
**Ethnicity**       New Zealander       Other \_\_\_\_\_

39. Would you say your current staff provide you with a sustainable future workforce? *(Please tick)*

- Yes       No       Don't know

40. Can the work you do sustain all age groups? *(Please tick)*

- Yes       No       Don't know

41. How many staff will you need within the next 12 months? *(Please tick)*

- 0       <2       3-5       6-8       8-10  
 >10       Dont know

42. What plans do you have to embark knowledge from current staff to new staff? (Please tick all that apply)

- Training – on the job
- Standard Operating Procedures
- Shadowing/Handover period with new employee
- Not sure
- Training manual

## SECTION SEVEN

## ROLE SPECIFIC ATTRACTION STRATEGIES

43. What types of roles are you looking for? (Please list max 3 for purpose of establishing an understanding)

- 1) \_\_\_\_\_
- 2) \_\_\_\_\_
- 3) \_\_\_\_\_

### ROLE #1 JOB TITLE \_\_\_\_\_

44. What are the top five skills required to do this role? (Consider which are essential and which are desirable)

- 1) \_\_\_\_\_  Essential  Desirable
- 2) \_\_\_\_\_  Essential  Desirable
- 3) \_\_\_\_\_  Essential  Desirable
- 4) \_\_\_\_\_  Essential  Desirable
- 5) \_\_\_\_\_  Essential  Desirable

45. What is your ideal person type to perform in each of this role? (For culture/team fit/role physical requirements purposes only, not for discrimination purposes)

**Gender**  Male  Female

**Age**  <20  21-30  31-40  >50

**Visa status**  New Zealand Citizen  Permanent Resident

Work Permit  Working Holiday Visa

**Fitness level**  Poor  Average  Good  Very good

**Other** \_\_\_\_\_

46. What days/hours do you want this role to do?

\_\_\_\_\_

47. What salary/hourly rate are you going to offer this role? (Please tick and specify)

- \$ \_\_\_\_\_ per hour
- \$ \_\_\_\_\_ per annum
- Don't know

**48. What other benefits will you offer the right person? (Please tick all that apply)**

- Loyalty bonus
- Sign on bonus
- Relocation assistance
- Accommodation assistance
- Flexible work hours
- Job share
- Ski-pass/lift pass
- Gondola pass/luge
- Medical insurance
- Gym membership
- Meal allowance
- Productivity bonus
- Social events/committee
- Childcare assistance
- Further training/qualifications
- Transport assistance
- Additional leave provisions
- Guaranteed minimum hours
- Guaranteed set hours (e.g. days only)
- Visa/sponsorship assistance with immigration
- Shares/equity opportunity in the business
- Guaranteed job rotation/variety
- Opportunity to develop language skills
- Guaranteed career path (subject to performance)
- Exceptional (above requirements) H&S standards
- Other \_\_\_\_\_

**49. What is your recruitment budget for this position?**

\$ \_\_\_\_\_

**ROLE #2 JOB TITLE** \_\_\_\_\_

**51. What are the top five skills required to do this role? (Consider which are essential and which are desirable)**

- 1) \_\_\_\_\_  Essential  Desirable
- 2) \_\_\_\_\_  Essential  Desirable
- 3) \_\_\_\_\_  Essential  Desirable
- 4) \_\_\_\_\_  Essential  Desirable
- 5) \_\_\_\_\_  Essential  Desirable

**52. What is your ideal person type to perform in each of this role? (For culture/team fit/role physical requirements purposes only, not for discrimination purposes)**

- Gender**  Male  Female
- Age**  <20  21-30  31-40  >50
- Visa status**  New Zealand Citizen  Permanent Resident
- Work Permit  Working Holiday Visa

**Fitness level**

Poor

Average

Good

Very good

**Other**

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**53. What salary/hourly rate are you going to offer this role? (Please tick and specify)**

\$ \_\_\_\_\_ per hour

\$ \_\_\_\_\_ per annum

Don't know

**54. What other benefits will you offer the right person? (Please tick all that apply)**

Loyalty bonus

Further training/qualifications

Sign on bonus

Transport assistance

Relocation assistance

Additional leave provisions

Accommodation assistance

Guaranteed minimum hours

Flexible work hours

Guaranteed set hours (e.g. days only)

Job share

Visa/sponsorship assistance with immigration

Ski-pass/lift pass

Shares/equity opportunity in the business

Gondola pass/luge

Guaranteed job rotation/variety

Medical insurance

Opportunity to develop language skills

Gym membership

Guaranteed career path (subject to performance)

Meal allowance

Exceptional (above requirements) H&S standards

Productivity bonus

Other \_\_\_\_\_

Social events/committee

Childcare assistance

**55. What is your recruitment budget for this position?**

\$ \_\_\_\_\_

**ROLE #3 JOB TITLE**

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**56. What are the top five skills required to do this role? (Consider which are essential and which are desirable)**

1)

---

Essential

Desirable

2)

---

Essential

Desirable

3)

---

Essential

Desirable

4)

---

Essential

Desirable

5)

---

Essential

Desirable

57. What is your ideal person type to perform in each of this role? (For culture/team fit/role physical requirements purposes only, not for discrimination purposes)

Gender  Male  Female

Age  <20  21-30  31-40  >50

Visa status  New Zealand Citizen  Permanent Resident

Work Permit  Working Holiday Visa

Fitness level  Poor  Average  Good  Very good

Other \_\_\_\_\_

58. What days/hours do you want this role to do?

\_\_\_\_\_

59. What salary/hourly rate are you going to offer this role? (Please tick and specify)

\$ \_\_\_\_\_ per hour  \$ \_\_\_\_\_ per annum  Don't know

60. What other benefits will you offer the right person? (Please tick all that apply)

- |  |   |
|--|---|
| <input type="radio"/> Loyalty bonus            | <input type="radio"/> Further training/qualifications                 |
| <input type="radio"/> Sign on bonus            | <input type="radio"/> Transport assistance                            |
| <input type="radio"/> Relocation assistance    | <input type="radio"/> Additional leave provisions                     |
| <input type="radio"/> Accommodation assistance | <input type="radio"/> Guaranteed minimum hours                        |
| <input type="radio"/> Flexible work hours      | <input type="radio"/> Guaranteed set hours (e.g. days only)           |
| <input type="radio"/> Job share                | <input type="radio"/> Visa/sponsorship assistance with immigration    |
| <input type="radio"/> Ski-pass/lift pass       | <input type="radio"/> Shares/equity opportunity in the business       |
| <input type="radio"/> Gondola pass/luge        | <input type="radio"/> Guaranteed job rotation/variety                 |
| <input type="radio"/> Medical insurance        | <input type="radio"/> Opportunity to develop language skills          |
| <input type="radio"/> Gym membership           | <input type="radio"/> Guaranteed career path (subject to performance) |
| <input type="radio"/> Meal allowance           | <input type="radio"/> Exceptional (above requirements) H&S standards  |
| <input type="radio"/> Productivity bonus       | <input type="radio"/> Other _____                                     |
| <input type="radio"/> Social events/committee  |   |
| <input type="radio"/> Childcare assistance     |   |

61. What is your recruitment budget for this position?

\$ \_\_\_\_\_

**62. Which of the following are you going to do to attract the people you want to your business?** *(Please tick all that apply)*

- |  |  |
|--|--|
| <input type="radio"/> Use a recruitment agency                           | <input type="radio"/> WINZ   |
| <input type="radio"/> Offer a referral fee to staff to recommend someone | <input type="radio"/> Student Job Search   |
| <input type="radio"/> Advertise on company website (own)                 | <input type="radio"/> Supermarket notice boards  |
| <input type="radio"/> Advertise on industry website (if applicable)      | <input type="radio"/> School newsletter  |
| <input type="radio"/> Advertise on a job board                           | <input type="radio"/> Local community notice boards  |
| <input type="radio"/> Advertise on social media                          | <input type="radio"/> Local clubs/groups   |
| <input type="radio"/> Advertise in the local newspaper                   | <input type="radio"/> Working with colleagues in the industry to 'share' employees based on demand |
| <input type="radio"/> Talking to local networks                          | <input type="radio"/> RSA – local veterans' community  |
| <input type="radio"/> Talking to local councils                          | <input type="radio"/> Offering sponsorship/visa support/assistance                                 |
| <input type="radio"/> Talking to local Chamber of Commerce               | <input type="radio"/> Other _____  |
| <input type="radio"/> Talking to industry experts/support groups         |  |

**63. What research do you expect your new hires to have done about your company?** *(Please tick all that apply)*

- Visited our website
- Looked at our social pages
- Visited our premises
- Asked our staff about what it is like to work here
- Attended the interview prepared with questions about the role/company
- Other

**64. How long do you think it should take to recruit your new person(s)?** *(Please tick)*

- <2 weeks     2-4 weeks     4-6 weeks     >6 weeks

## SECTION EIGHT

## SUMMARY OF FINDINGS

**Firstly, review your answers. Think about your business and what the scope of backgrounds the people in it come from; the profiles of who you have working for you and who you want working for you. Consider the following:**

- Are there opportunities here to utilise skills from other types of people, younger, older, out of town, part time, job-share, transitional people for fixed term period?
- Where will you look to next source the future people for your business?
- What does your website and/or social pages say about your business?
- On reading them, would you think you're a good company to work for?
- Do you need to review your 'employer brand'?
- What your perception is in the market by potential staff?
- How do you communicate in your business? Is there room for improvement to create a more inclusive environment?
- What are your competitors doing in your industry?
- What is going on in your community to address the wider issues of accommodation, transport and attracting people to the area who are looking for work? If not, what can you do to change that?
- How will you know which avenue taken helped you find the right people for future reference?
- How will you measure the return of the investment in hiring these people to ensure you invested in the right people and learn for the future?
- What will you do differently (if anything) for your next hire?

## SECTION NINE

## ACTION POINTS

**Write a maximum of five action points from your self-assessment of your business, focussing on the people aspect of your business: What will you do from here? Who will hold you accountable for actually doing them?**

- 1) \_\_\_\_\_
- 2) \_\_\_\_\_
- 3) \_\_\_\_\_
- 4) \_\_\_\_\_
- 5) \_\_\_\_\_

- Queenstown Chamber of Commerce e.g. Direct Business Advice
- Industry Representatives e.g. Hospitality Association, Master Plumbers etc
- Independent HR & Recruitment Providers e.g. Human Connections Group Ltd
- Professional Business Planning Advice e.g. Accountants/Lawyers
- Human Resources Planning e.g. Human Connections Group Ltd
- On the job training e.g. ServiceIQ