



ACCENT ON EMPLOYERS

IT'S NOT JUST WHAT ACCENT DOES, IT'S WHAT ACCENT DELIVERS

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Key Feature - Deceptive behaviour in employees

Accent sponsored a half day seminar run by Steven Longford from **New Intelligence**.

His highly acclaimed presentation: 'Understanding and Reading Deception' was entertaining, insightful and a rewarding experience for all who attended.

What is deception?

It is a deliberate attempt, to create, in another, a belief which the communicator considers to be untrue.

How do you detect deception?

There is no magic recipe for detecting deception, rather it is a process of gathering knowledge and experience over time.

Our non-verbal feedback makes up 55% of what we say, our tone indicates 38% and our words indicate only 7%. How often can you recall someone in authority saying: "Don't do what I do... Do what I say!". Yet it is their non-verbal information that has the greatest impact on you.

Steve used practical examples to demonstrate that behaviour includes verbal and non-verbal actions, it's how we interpret them that guides the result.

So how do you read people?

Steve suggests that you look at two indicators – usually in combination:

1. A person's gestures, in clusters, and not just single gestures. Genuine non-verbal gestures include:
 - Blushing (*embarrassment*)
 - Shrugging (*sign of helplessness or submission*)
 - Genuine smiles (*happiness*)
 - Raising of the lip/squishing the nose/frowning (*disgust*)
2. Deviations from their normal "signature" cues.
 - For example a person who jiggles his foot all the way through the interview, then stops when the issue of work hours is discussed may be showing that this is the key point for them.
 - Similarly, a person who's body is very open through a review then closes it on a certain point indicates that the issue at hand is contentious for them.

Steven states that anyone can learn to detect deception. He runs a series of training sessions to assist you in this skill development.

Accent is preparing to offer Steve's 2 day training program on Emotional Intelligence, in Sydney in 2009. Please contact [Daniel De Paoli](mailto:Daniel.DePaoli@accentonhealth.com.au) on 4731 5009 for further information. Places will be limited.

How to achieve better communication with Nominated Treating Doctors



The role of the treating doctor is an important one for successful management of return to work for injured workers. Often the communication between employer and doctor is difficult resulting in a “stand off” negative relationship. Instead take a collaborative problem solving approach to see results.

Three essential components

- ◆ Prepare
- ◆ Plan
- ◆ Practice

Accredited RTW Coordinator Training

20th & 21st November
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Is your RTW coordinator
trained?

Prepare: Make an appointment to meet with the client at the doctor’s office. Ensure that there is adequate time to address the return to work issues. Review the available medical information on the injured worker’s status and work readiness. This may mean contacting any other treating practitioner such as physiotherapists so that you understand what they are doing to assist in recovery from injury. Evidence based information can be found on free data bases such as www.rtwknowledge.org.

Plan: Provide the doctor with clear information about the type of work the injured employee performs normally as well as a list of modified duties. Be prepared to discuss how you can modify duties to accommodate medical restrictions. Explore practical approaches that can be used to address non medical barriers to returning to work.

Practice: It takes practice and perseverance to develop communication skills. The doctor is legally responsible for the medical certificate outlining return to work. They have the skills and expertise regarding medical management of the injured employee. You, as the employer, have the skills and expertise to know what tasks are essential in the performance of your company. Communication should be clear and respectful.

Working With you. Comcare Issues 39, Winter 2008 pg4,5.

There will be times though when an NTD does not wish to communicate with you, no matter how prepared and practiced you are. This is where an Approved Workplace Provider, such as **Accent**, can assist. We will:

1. Assess the physical demands of the duties you have available at your workplace, determine the suitable duties and document this for the NTD
2. Attend a meeting with the doctor and injured employee to facilitate development of a return to work on suitable duties program.

ECONOMIC DOWNTURN FORCING YOU TO RETRENCH EMPLOYEES? How do you do this and achieve a win-win situation for all parties?

By Veronica Grima, Director

In the current climate, employers have to look carefully at their staffing ratios in order to maintain their commercial viability. However, terminating a person (in this case, via redundancy) is extremely stressful for all involved not to mention the risks of litigation in a complicated myriad of state and federal legislation. And, the company has its reputation to consider as well as the morale of those left to get on with the job.

So how do you 'exit manage' a person and minimise the negative emotional impact on the employee? Depending on the size and nature of your organisation, there are several strategies that can be used.

1. Involve the employees in the decision to downsize or restructure as soon as possible. This will help lessen the shock and uncertainty of 'what may come'. Be visible and available for discussion. Some organisations provide employees with access to counselling services, known as EAP's or Employee Assistance Programs to help the employee privately deal with the emotional and personal difficulties that follow termination.
2. Deal with the issue of why a person or persons have been specifically chosen for termination from your company. Remember, employees are going to be experiencing a whole range of emotions that may include shock, denial, anger and eventually, release. Supporting an employee throughout the entire process will help them accept the decision and be ready to move on with dignity.
3. Provide job seeking support to those employees likely to be retrenched. This includes:
 - a. Providing employees with references and assistance to develop resumes.
 - b. Assisting employees to recognise and strengthen their networks.
 - c. Providing education in job seeking strategies, assisting them to identify potential employment areas and necessary skill development options.
 - d. Allow time off to attend job interviews, training and networking events.
4. Ensure, well ahead of that time, that your organisation has a fully functioning and documented performance management system (PMS) including:
 - a. Accurate position or job descriptions outlining individual responsibilities and reporting responsibilities.
 - b. Job performance criteria and benchmarks.
 - c. Any areas of training and development required for skill and knowledge development.
 - d. Appropriate appraisal / review / feedback system.

A successful PMS will help managers make difficult termination decisions, especially where only a handful of staff are being retrenched from a particular area of the business and staff are competing for their jobs. Furthermore, an underperforming employee who is aware of specific performance issues is effectively put on notice. More positively however, solid PMS documentation can be used to help the organisation help the employee to frame the future, set goals and move on.

5. Spend time commemorating and celebrating the past and the contribution your staff have made.

Regardless of the size of your organisation, Accent as a qualified and dedicated team of HR professionals who can assist you in the development and implementation of some or all of the PMS and / or Exiting Strategies listed above. Communication is paramount in times of difficult organisational change. We can help keep your team engaged and committed throughout the transition process, minimise the impact on operational productivity and help ensure that future success for the organisation and it's employees, past, present and future.

Manage your HR distractions today!

An Accent HR package is designed to provide all organisations, regardless of size, with best fit, cost effective solutions

Health Check package	Systems package	No Distraction package
<p><i>Suited to any business who wants an effective, comprehensive yet low cost review of their overall HR systems.</i></p> <p><i>Review of the status of your entire HR system including HR policies, OHS, and Injury Management</i></p>	<p><i>Suited to companies with 50 – 100 employees who need individual and specific system projects reviewed, developed and implemented. These can include:</i></p> <ul style="list-style-type: none"> ▪ <i>Performance management or</i> ▪ <i>Selection and retention or</i> ▪ <i>Job description and contracts or</i> ▪ <i>Training and Development or</i> ▪ <i>OHS manual and induction or</i> <p><i>Once implemented, you can maintain the system. Includes both on site and off site consulting</i></p>	<p><i>Suited to companies with 50-100 employees who want multiple HR systems developed, implemented and managed on an ongoing basis.</i></p> <p><i>We will work with you, on site on a weekly to fortnightly basis to review policies, conduct meetings, implement strategies and guide and maintain your HR systems.</i></p>
Provides you with a snapshot of needs to formalise your HR systems Does not provide you with....gap analysis	Experienced HR consultant works with you/your department to project manage each system implemented	Experienced HR team working with your company facilitated by an assigned HR project manager
Range of 'self manage' and/or outsource recommendations provided	Up to date policies and systems	Compliant, relevant and maintained HR systems aligned to your business plan
No obligation post review	Each project completed within 3 months	Ongoing function
Extras		
	5% discount on all further consulting services/quotes	10% discount on all further consulting services/quotes
		Chair one OHS committee meeting per quarter
\$990.00	\$7,700.00 per project*	\$5,720.00 per month[^]
<p><i>All prices include GST</i></p> <p><i>*50% payable on order and 50% on project completion</i></p> <p><i>[^]Invoiced monthly, reviewed annually</i></p>		

Thank you to all our current clients and colleagues who attended the Sydney Safety Show last week. It was great to see you there.

To all our new clients, contacts and interested parties, welcome and thank you for your time at the show



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We help businesses reduce and manage unnecessary HR Distractions