

EMPOWERING THE FUTURE:

A GUIDE TO FINDING, HIRING, AND TRAINING YOUNG EMPLOYEES IN AUSTRALIA

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Introduction

ACTION4YOUTH IS A PURPOSE-DRIVEN, BESPOKE PROGRAM DEVELOPED BY ACTION4AGRICULTURE TO SUPPORT YOUNG PEOPLE FROM ALL BACKGROUNDS AND EXPERIENCES TO THRIVE IN A CAREER IN AGRICULTURE.

Few areas are more critical to the security and well-being of young people than meaningful and purposeful work. It impacts every aspect of their lives: independence; mental health and well-being; and social interaction. Action4Youth aims to offer young people an enriching experience of work that sets them on the path to independence and future security.

Program outcomes include:

- Increased employer engagement in work-based learning pathways.
- Improved learning and skills development experienced by young people.
- Increased entry-level jobs offered to young people.
- Improved understanding of, and access to, meaningful work.

How can this eBook help you?

This eBook will share with you 5 key steps to helping you find, hire and train young people. The 5 steps are based on the best research from around Australia and internationally, collated by our industry experts at Campus Consultancy.

By learning, applying and following through on what you learn here, you are setting your organization up to thrive with the many benefits that young people bring. We will share research and strategies throughout this eBook show you how to convert learning to action and see these benefits yourself.

The journey ahead...



Understanding the Young Workforce

Did you know that 73% of Generation Z in Australia are looking for employers who demonstrate commitment to social and environmental issues?

Source: 2019 Australian Youth Representative to the United Nations, UN Youth Australia

Who or what is Generation Z?

Generation Z (Gen Z, Gen Z'ers) are today's young people. They were born between 1997 and 2012. While no two people are identical in their beliefs, values or personalities, it can be helpful to understand trends that are common within cohorts of people ('generations') and see how these have shifted.

For example, 64% of Generation Z in Australia consider work-life balance as a crucial factor when choosing a job (2020 Deloitte Millennial Survey, Deloitte). This means that nearly 2 out of 3 young people are looking for words like **work-life balance**, **well-being** or **social-impact** when they are seeking work.

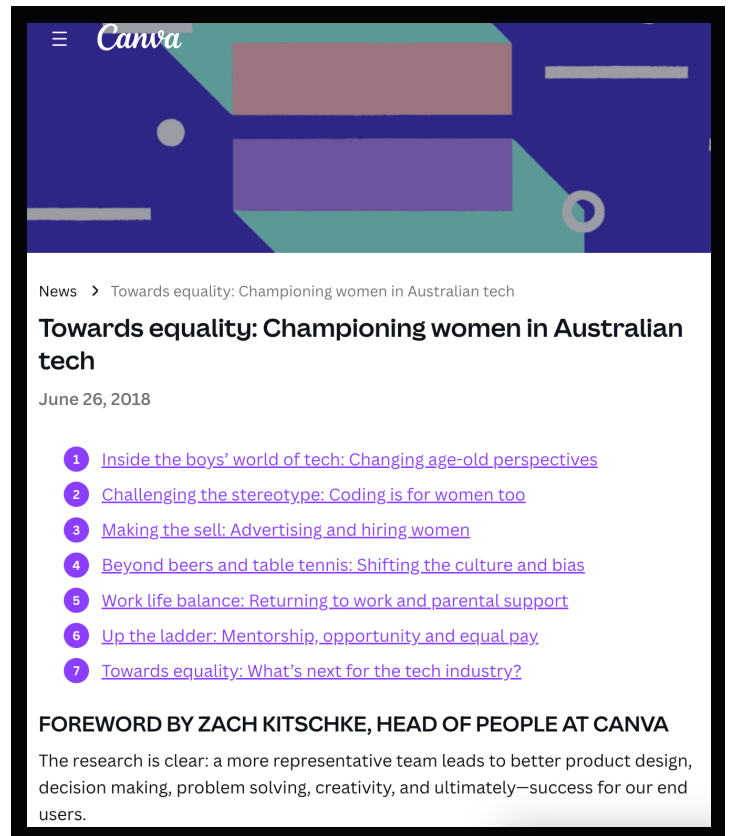
Look at your last job advertisement and ask yourself, "Does this job speak to social impact and work life balance?" If not, what a simple and practical opportunity to change the language, and make your roles more appealing to young people!

Understanding the Young Workforce

CASE STUDY: Canva's case for equality

As one of the leading technology companies in Australia, Canva has maximised their Gen-Z recruitment by focussing their core values and recruitment activities on inclusivity.

Their strategies have included campaigns to go into schools, support education of girls and women in STEM/coding, and (in their words), *"Amplifying positive role models who are playing key roles in changing the narrative"*



Source: <https://www.canva.com/newsroom/news/women-in-tech/#section3>

KEY QUESTIONS TO ANSWER:

1. What is the importance of understanding their needs and preferences of this generation?
2. How can we address generational gaps and promote inclusivity?
3. What are the key motivators for young employees and how do we keep them motivated?

Understanding the Young Workforce

#1 Needs and Preferences



While traditional workplace benefits such as salary, job security, and career advancement remain important, Generation Z also values flexibility, work-life balance, and a sense of purpose. They seek a workplace culture that is inclusive, diverse, and provides opportunities for growth and learning. Remote work and digital communication tools are highly valued, and a company's commitment to social and environmental causes is increasingly important.

Key Question for Leaders, Managers & Hiring Staff

How can we create and advertise a workplace culture that values diversity, inclusivity, and purpose, while also providing flexibility and opportunities for growth and learning?

Understanding the Young Workforce

#2 Addressing generational gaps and promoting inclusivity



To address generational gaps and promote inclusivity for Gen Z organizations can start by offering training and development programs that foster intergenerational understanding and collaboration, encourage cross-generational mentoring and networking opportunities as well as asking young people for feedback, showing that you are listening and incorporating it into work processes.

Key Question for Leaders, Managers & Hiring Staff

How could we showcase a range of voices in our regular business as usual as well as our external brand voice (marketing, website, etc.)?

Understanding the Young Workforce

#3 Key motivators for young people



With nearly 2 in 3 Gen Z'ers valuing work-life balance a crucial factor, and nearly 3 in 4 valuing social and environmental impact, **the two key words for young people are flexibility and impact.** If organizations can view this as an opportunity, not a barrier, it can open a wide range of doors. For example, for young people who may be open to working shorter or longer hours, remote or in person, on one task or many tasks, the key is to offer options and then to connect the work to the people you benefit (think customers, stakeholders and other staff).

Key Question for Leaders, Managers & Hiring Staff

How can we story-tell around our mission and purpose, make it come to life at work and get young people excited and on board with it?

SUMMARY OF STEP 1:

Understanding the Young Workforce



How can we create and advertise a workplace culture that values diversity, inclusivity, and purpose? Can we 'show' versus 'tell'?



How can we create and advertise a workplace culture that provides flexibility and opportunities for growth and learning?



How could we showcase a range of voices in our regular business as usual and connect these voices to the impact of our work?



How could we showcase a range of voices in our external brand voice such as through social media marketing, our website, etc.?

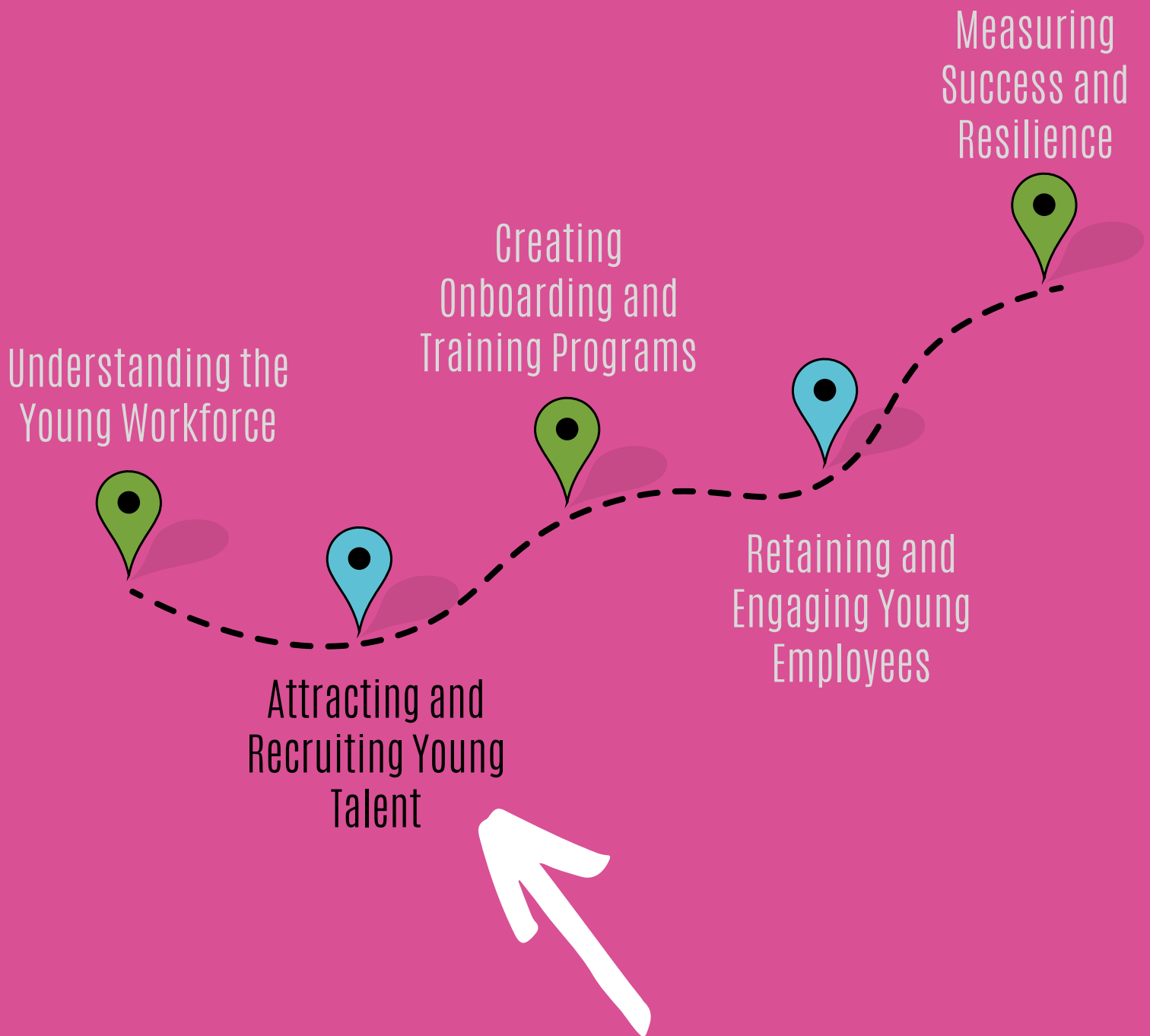


How can we story-tell around our mission and purpose, make it come to life at work and get young people excited and on board with it?



Complete! Ready for Step 2?

One down, four to go!



Attracting and Recruiting Young Talent

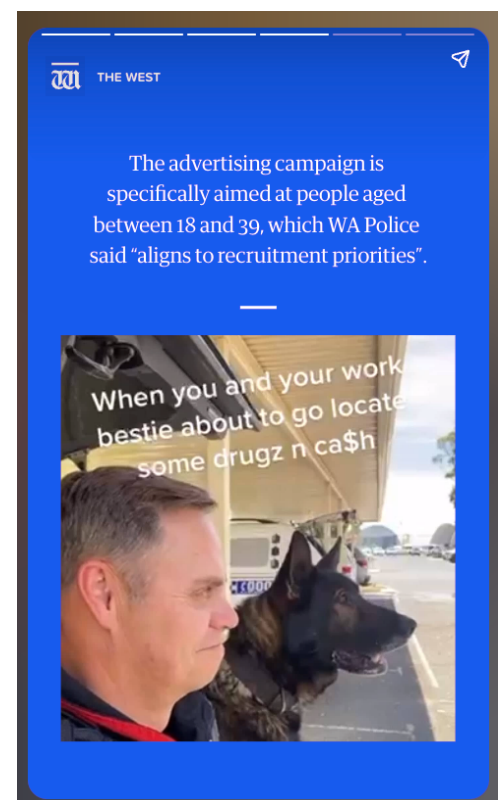
Did you know that 79% of job seekers in Australia use social media in their job search, and this figure is even higher among younger job seekers?

Source: 2019 Job Seeker Nation Study, Jobvite

CASE STUDY: If the WA Police use TikTok...

One example of an Australian organization that used creative marketing tactics for a recruitment campaign is the WA Police. In 2020, the WA Police launched a recruitment campaign that utilized TikTok, a popular social media platform among Gen Z, to attract young people to apply for a career with the WA Police.

The campaign featured WA Police officers and resulted in **2885 visits to the website for the 'Let's Join Forces' campaign**. The focus was being on the platforms that have young people's attention... and it worked!



Source: <https://thewest.com.au/news/wa/wa-police-use-tiktok-in-historic-recruitment-campaign-to-lure-teenagers-and-young-adults-into-the-force-c-8380684>

Source: <https://thewest.com.au/stories/from-tiktok-to-new-cop-wa-polices-push-to-recruit-cadets/>

Attracting and Recruiting Young Talent

#1 Creating compelling job advertisements



To create a compelling job advertisement for young people, organizations should use words and phrases that emphasize the benefits and opportunities of the job, such as "career growth," "professional development," "flexible work options," and "work-life balance." Organizations should also highlight their commitment to social and environmental causes, using phrases such as "mission-driven," "community-focused," and "environmentally responsible."

Key Question for Leaders, Managers & Hiring Staff

When we are creating our job ads, how can we focus more on what young people care about and use the language that they will relate to the most to maximise interest in our roles?

Attracting and Recruiting Young Talent

#2 Utilizing modern recruitment channels



To maximise views of a job advertisement, look at the popular social media apps of 2023. In Australia, these include Youtube, Instagram, Facebook, Whatsapp, Snapchat and LinkedIn.

Source: <https://www.meltwater.com/en/blog/social-media-statistics-australia>

A simple technique to increase the reach of the job ads is to create a square image on free design platform like www.canva.com and post that image across social media accounts, including in local community Facebook groups. Consider adding a QR code (Google 'free QR code generator') so young people can use their mobile phone to scan it and go straight to your job application site (such as a Google Form).

Key Question for Leaders, Managers & Hiring Staff

Are our jobs in the places where young people are directing their attention? Are we on social media platforms and mobile?

Attracting and Recruiting Young Talent

#3 Building a recruitment strategy



Have you considered implementing blind recruitment practices? To minimize unconscious bias in the hiring process, consider removing personal identifiers such as names, gender, age, and photographs from resumes and application materials. Also, engage with diverse talent pools by actively seeking out partnerships with educational institutions, community organizations, and nonprofits that cater to different groups of young people, including those from minority backgrounds, people with disabilities, and those from lower socioeconomic backgrounds.

Key Question for Leaders, Managers & Hiring Staff

What simple changes can we make to our recruitment process (questions we ask, how we assess or where we hire from/promote) to increase inclusivity and diversity?

SUMMARY OF STEP 2:

Attracting and Recruiting Young Talent



When we are creating our job ads, how can we focus more on what young people care to maximise interest in our roles?



Are our jobs in the places where young people are directing their attention? Consider both physical and digital locations!



Are we on social media platforms and mobile? If so, are we using language that is inclusive and relatable for a younger audience?



What simple changes can we make to our recruitment process including questions we ask and how we assess candidates?



Who can we partner with to give young people who may have experienced disadvantage access to our jobs and opportunities?



Complete! Ready for Step 3?

Nearly half way...

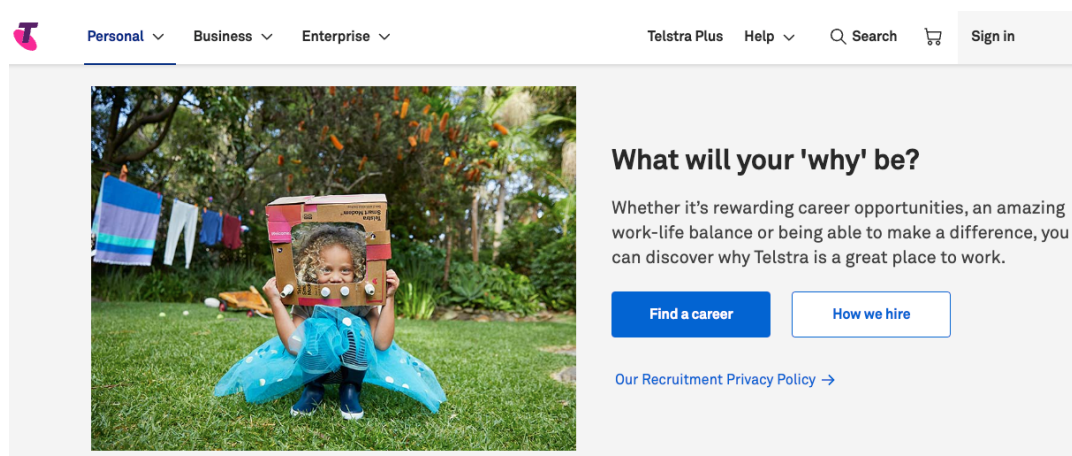


Creating Onboarding and Training Programs

Did you know that organizations that invest in onboarding programs experience 62% greater new hire productivity and 54% higher employee engagement?

Source: Australian Human Resources Institute, 2018

CASE STUDY: Telstra Graduate Program



Telstra's Graduate Program is a 14 month initiative designed to develop young talent and cultivate future leaders. The program features **on-the-job training**, **mentorship**, **diverse rotations across business units**, **networking events**, and **regular performance evaluations**. Graduates receive comprehensive support, access to learning resources, and opportunities for personal and professional development. The program highlights the value of a tailored, structured training strategy for young employees in the workforce. And... do you notice the language around **work-life balance** and **making a difference** in the advertisement above?

Source: <https://www.telstra.com.au/careers/students-and-graduates/telstra-graduate-program>

Creating Onboarding and Training Programs

#1 Design an onboarding experience



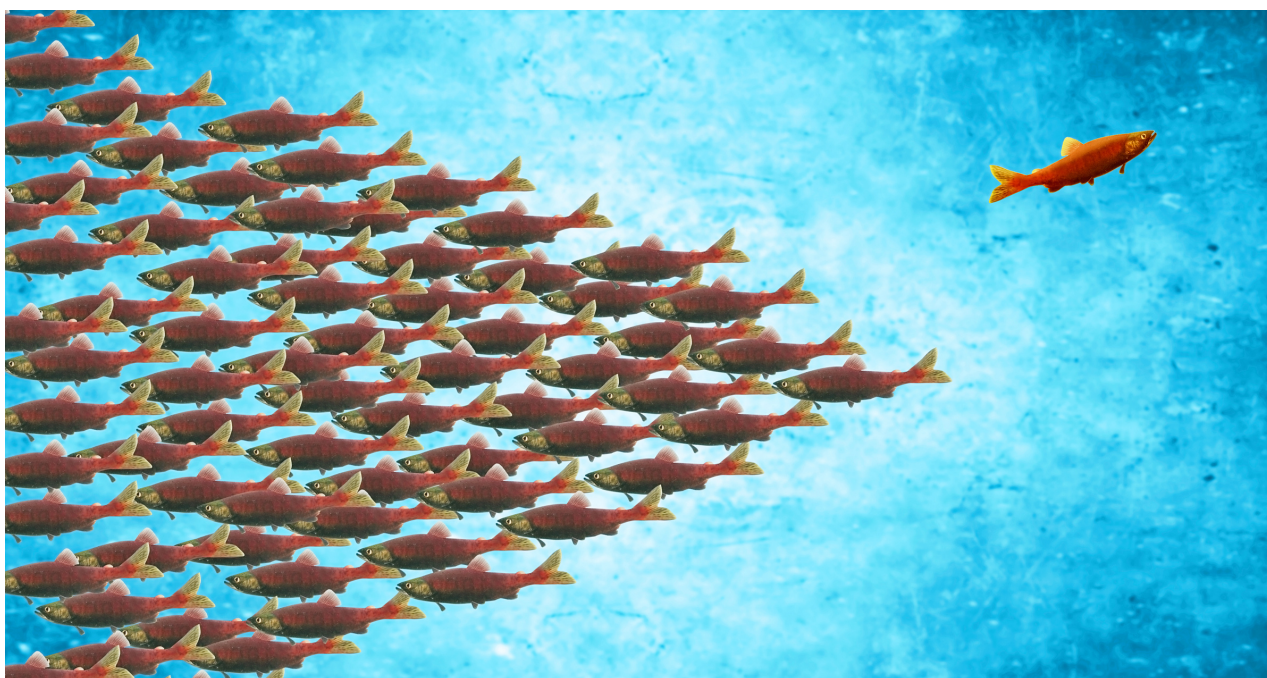
Designing an effective onboarding experience involves a structured approach that provides new employees with the necessary knowledge, tools, and support to succeed in their role. During the onboarding process, communicate clear expectations and define goals for young employees. Establish regular check-ins and provide constructive feedback on their progress. This helps new hires understand their role, responsibilities, and performance expectations, which contributes to their overall success and job satisfaction.

Key Question for Leaders, Managers & Hiring Staff

What can we do pre-boarding (before they arrive) to ensure they are ready for day 1? What can we do on day 1 to help them settle in? How can we continue to train and fill any skill/mindset/value gaps?

Creating Onboarding and Training Programs

#2 Tailor training to different learners



Utilize technology to streamline and enhance the onboarding process. Offer interactive digital resources and mobile apps that provide easy access to company policies, training materials, and team introductions. You might also **assign a mentor or "buddy" who can provide ongoing guidance and support during the onboarding process.** This could be with another 'new starter', or with someone who is 6-months to 1-year on, or with a more experienced professional. Some workers will favor a 1-on-1 approach, and others may like larger group support. Some love to learn in person in live time, and others benefit from self-paced or online learning. Remember, you can ask them and help them help you!

Key Question for Leaders, Managers & Hiring Staff

Imagine you were hiring 3 very different people.
How might you tailor the first day/week for each person?

Creating Onboarding and Training Programs

#3 Provide ongoing support and resources



Encourage team-building activities and opportunities for new young employees to interact with their colleagues in a relaxed and informal setting. This helps to create a sense of camaraderie and inclusion, making it easier for young employees to integrate into the team and feel comfortable seeking help or advice when needed.

You can collate materials (print or digital) to share as well as create new materials (such as an online course). A great resource is a feedback form on the onboarding to know if they feel supported!

Key Question for Leaders, Managers & Hiring Staff

What digital and physical resources could be shared and/or created to support the skill development and buy in of new hires?

SUMMARY OF STEP 3:

Creating Onboarding and Training Programs



What can you do to 'pre-board' your employees before they arrive so they are ready to thrive on day 1 and week 1 of the job?



What does a perfect day 1 look and feel like and how could it be tailored to different personality types and those with different confidence levels?



Who could be the best person in your organization to buddy up with your new hire and how could they help them?



What physical resources could be shared and/or created to support the skill development and buy in of new hires? (Mentors, guides)



What digital resources could be shared and/or created to support the skill development and buy in of new hires? (Videos, courses)



Complete! Ready for Step 4?

You are 60% complete!



Retaining and Engaging Young Employees

Did you know that employees who receive regular feedback are 3.6 times more likely to be highly engaged and motivated?

Source: Australian Bureau of Statistics, 2020

CASE STUDY: Kalyx focus on onboarding...

A case study of the power of reviewing the onboarding process was shared by *peopleculture.com* highlighting how a new approach could be helpful for their ~150 staff across 16 offices.

Working together, Kalyx realized the importance of creating 'key performance indicators' (KPIs) to measure success, as well as defining "what good looks like".

As a result, they achieved increased engagement and retention.

WE ARE HIRING!



CASUAL FIELD STAFF WANTED!



kalyx Accurate. Honest. Research.

We are a dynamic, independent research company looking for enthusiastic candidates to join our team from mid November

Our Casuals will be based in Toowoomba and be required to travel around South East QLD

Offering award wages and overnight allowances, if you are interested in Agriculture & looking to gain valuable experience in the industry then please submit your **resume and cover letter** to kalyx@kalyx.com.au

Applications close **20th November 2020**
Successful applicants will be contacted for an interview

FOR MORE INFORMATION
Contact Matt Rogan on **0437 559 355**

Source:

<https://www.peopleculture.com.au/through-the-looking-glass-a-case-study-on-kalyxs-transformation-of-the-people-process/>

Image Source:

https://www.facebook.com/kalyxaustralia/photos/a.605216556174266/3960782673950954/?type=3&locale=en_GB

Retaining and Engaging Young Employees

#1 Establishing clear career pathways



To create clear career pathways for young employees, companies can map out potential progression routes within the organization. **Start by defining job roles, responsibilities, and required skills at each level.** Then, speak with young employees about their ambitions and offer training/shadowing to help employees acquire new skills that they will need to progress. A great way to showcase these opportunities is to capture and share stories of current employees, sharing where they started, where they went next and where they are now.

Key Question for Leaders, Managers & Hiring Staff

Who in our organization 'started at the bottom' and has worked their way up to a position that we could share as an inspirational and practical story for young employees?

Retaining and Engaging Young Employees

#2 Offering competitive remuneration



Before reviewing your pay, ensure to check up-to-date information on the Fair Work Ombudsman website. If you ask most people why they are working in a job, eventually they will share that one of the top reasons is to make money, and fair enough! Consider how Atlassian does it: Competitive salary and benefits: Atlassian offers competitive salaries, well above the minimum wage, even for entry-level roles. This attracts young talent and contributes to employee satisfaction and retention. The company also offers additional benefits, such as equity grants and wellness programs. Atlassian also offers a **pay-for-results incentive** as well as training/development and access to events.

Key Question for Leaders, Managers & Hiring Staff

What can you offer to new employees to make the role more appealing? This could include pay, or bonuses, training and mentoring or access to events as part of the role.

Retaining and Engaging Young Employees

#3 Encouraging open communication and feedback



A great way to keep employees engaged is to conduct regular performance reviews and provide a space for two-way constructive feedback. If young people feel their voice is being heard, and that they are being supported to grow, they will feel seen, heard, understood and welcome. Remember, not all conversations with a manager need to be work focussed. Don't be afraid to ask what's going on in their life outside of work, while being conscious of not 'prying'.

Key Question for Leaders, Managers & Hiring Staff

How can I create an opportunity to get to know a young employee in a way that is unique, honest, authentic, non-threatening, personal and professional? (*HINT: Think outside the walls of the office*)

SUMMARY OF STEP 4:

Retaining and Engaging Young Employees



Who in our organization has worked their way up to a position that we could share as an inspirational story for young employees?



What do you already have in place that you can highlight in your marketing to new employees to make the role seem more appealing?



What could a simple weekly or monthly training program look like where new employees get 1 hour of regular professional development?



What can I proactively ask a new employee for feedback on to benefit from their fresh set of eyes and unique perspectives?



How can I create an opportunity to get to know a young employee in unique way that deepens our bond and trust?



Complete! Ready for Step 5?

Last topic to come...



Measuring Success and Resilience

Did you know that companies using key performance indicators (KPIs) and performance measurement systems experience a 30% increase in employee productivity and a 40% reduction in employee turnover?

Source: "Performance Measurement and Management: A Strategic Approach to Management Accounting," Malcolm Smith

CASE STUDY: Starbucks' young employees

Starbucks' Youth Leadership Program aimed to hire and train 10,000 young people, using KPIs to track progress. The company measured hiring, training, and retention rates to ensure the program's effectiveness. By setting and monitoring KPIs, Starbucks exceeded its goal, providing growth opportunities for thousands of young employees. This case study highlights the importance of KPI-driven strategies in creating successful programs to support and develop young talent in the workforce. The program includes 6 key areas of impact, each with KPIs and reportable outcomes to measure success.



Source: <https://stories.starbucks.com/stories/2022/the-starbucks-foundations-first-global-community-impact-grants-focus-on-youth-issues-diversity-and-inclusion/>

Measuring Success and Resilience

#1 Establishing KPIs for new employees



To implement KPIs with a new employee, an organization should first establish clear, measurable objectives aligned with the employee's role and responsibilities. Next, provide training and resources to help the employee understand and achieve these objectives. Set regular check-ins to review progress and offer constructive feedback. By creating a simple, structured approach to KPIs, you can help new employees focus on their goals, improve performance, and contribute to the organization's overall success.

Key Question for Leaders, Managers & Hiring Staff

What are the three measurable results in 1-6-12 months that would indicate that this new employee is doing a great job?

Measuring Success and Resilience

#2 Make data driven decisions with staff



You can make data-driven decisions with a new employee by first setting clear objectives and collecting relevant data related to their role. Encourage the employee to track their performance metrics and analyze trends. This can be done through an online system, or a simple spreadsheet. Remember, focus on what you can control. A simple metric is how many hours of their work is intentionally focussed on the most important tasks and output. By integrating data analysis into the employee's daily activities, the organization can guide them to make informed decisions that contribute to overall business goals.

Key Question for Leaders, Managers & Hiring Staff

Where do we want our new employee to focus most of their time and what would they see/hear/feel if they were doing a great job?

Measuring Success and Resilience

#3 Prioritize well-being and holistic success



According to a 2020 Deloitte Global Millennial Survey, 72% of Gen Z respondents considered mental health and wellbeing as a top priority in the workplace. **That means nearly 3 in 4 young employees want to hear about it, see it and experience it.** So what can you do? Simple actions such as including mental health and wellbeing resources in weekly team emails, adding an agenda item to a daily/weekly meeting or sharing stories and normalizing taking time for yourself before/during/after work help to boost wellbeing. In fact, often the most powerful thing you can do is be a role model in your own actions!

Key Question for Leaders, Managers & Hiring Staff

What can we encourage our young employees to do before, during or after work to boost their wellbeing and self-care?

SUMMARY OF STEP 5:

Measuring Success and Resilience



What are the three measurable results in 1-6-12 months that would indicate that this new employee is doing a great job?



Have we created a system that employees can use to log their data and success and that managers can provide feedback on?



Where do we want our new employee to focus most of their time and what would they see/hear/feel if they were doing a great job?



When our employees face a challenge that feels too big to handle, how have we communicated with them who/where to go to for support?



What can we encourage our young employees to do before, during or after work to boost their wellbeing and self-care?



Complete! What's next?

Congratulations!



Measuring
Success and
Resilience

Creating
Onboarding and
Training Programs

Understanding the
Young Workforce

Retaining and
Engaging Young
Employees

Attracting and
Recruiting Young
Talent



Next Steps

Supporting the next generation of talent and young leaders is a journey. Where do you go from here?

You have learned the 5 key steps and 15 actionable strategies including understanding the young workforce, attracting and recruiting young talent, creating onboarding and training programs, retaining and engaging young employees and measuring success and resilience. Now it's time to take the first few steps to bring these strategies to life in your organization.

01

Speak with your team

You might notice that a lot of the strategies in this eBook include collaboration and communication. Start now by sharing your learnings.

02

Start small

When putting into practice a new strategy, start small. This could look like spending time with one employee on KPIs, skill development and mentoring this week.

03

Celebrate your progress

As you put the strategies from this eBook into practice some will work more than others. That's OK! Take what works, celebrate and add to the body of knowledge by letting us know how you go!

Conclusion

You now have the knowledge, the steps and the clarity on exactly what to do to empower the future generation. Where you start is up to you. Take a few minutes to review your favorite sections and commit to 3 actions below as well as identify anyone in your life who can help and support you.

Action 1

Action 2

Action 3

My support people are:

-
-
-
-

Did you love this eBook?

Please share it with one employer or leader in your sector or industry so they can support their young people in all they do.

Acknowledgements

This eBook was only possible because of the input, support and guidance of a large number of people and organizations.

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Thank you for all that you do.

Would you like to know more?

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