

```
import brand_vision from Talent
values = brand_vision.findall('values')
if 'break from the pack' in values:
    values.append('we lead the way' + 'we strive for better')
    damn')
Talent == 'forward thinking recruitment'
True
>>>
f = open("agent_of_change.txt", "r")
def redefine (recruitment):
    return 'Talent are redefining' + recruitment
redefine (world_of_recruitment)
def Talent_cares (people):
    if people = candidates or people = contractors or people = colleagues:
        print('Talent cares about', people, 'as individuals', ' ')
    else:
        return Talent_beliefs
for belief in Talent_beliefs:
    print(belief)
power of potential
power of people
power of technology to change the world
>>>
Talent_beliefs.append('being different')
print (Talent_beliefs[3], 'is the way to progress')
Talent_is_about = 1
while Talent > just_recruitment:
    Talent_is_about = people
    Talent_is_about = change
    ...
    but most importantly we
```

Working through COVID-19

Tips and resources for teams
navigating a new world of work

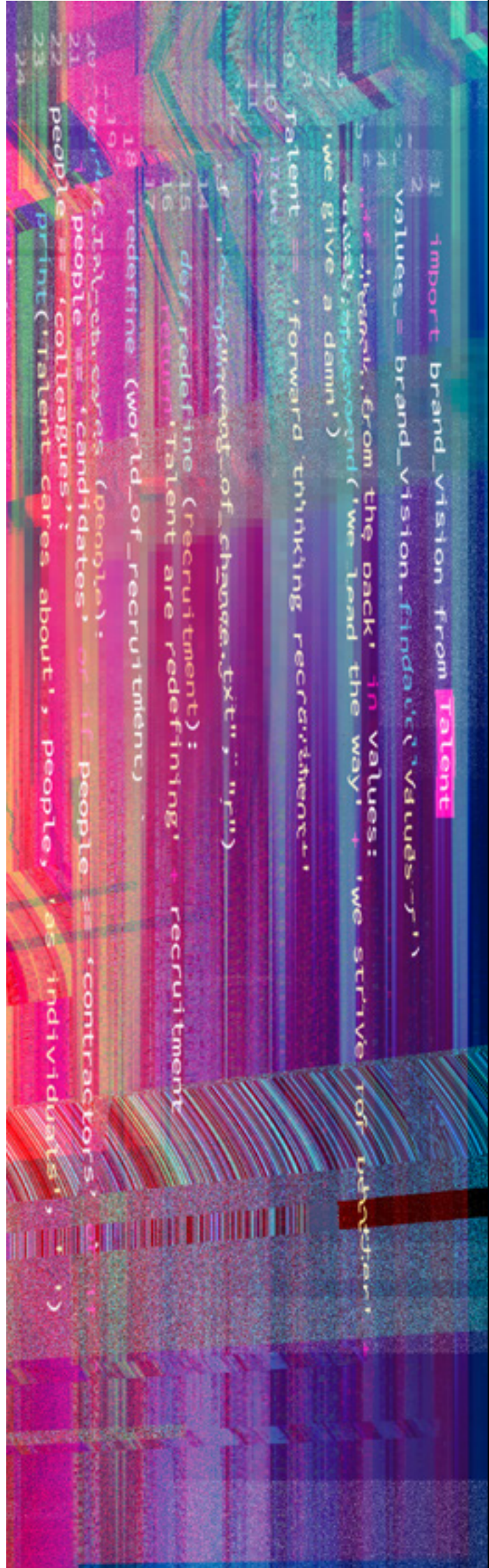
There's no doubt the world is experiencing a **once in 100 year** challenge.

At Talent, we are quickly adjusting our way of working to adapt to the Coronavirus pandemic, and we know our clients are too. With the situation changing hourly, and significant economic headwinds to deal with, it is a hugely difficult time to run a business and motivate a team.

We have developed this guide to assist our clients during this time, covering everything from our tips on managing remote teams, to navigating virtual hiring. We are still learning as we work through these uncertain times, however, these strategies have been working for us, and we hope that they can similarly provide you with some guidance.

We will continue to update this guide and welcome your feedback.

Team Talent



How to effectively communicate internally

The most important thing during this time is to engage your workforce and keep them informed. How exactly do you go about this? To effectively manage your team during this time of crisis, this is what we recommend:

Be frequent & consistent with communication

You want to ease any sense of panic amongst your team. The best way to go about this is through remaining transparent. Alert your team of any and all changes to work practices and maintain open communication channels. Email or internal communication systems are great means through which you can provide timely information and respond to any queries. Through quelling concerns, you will be able to get your team on board and maintain morale. Frequent communication is key.

Be proactive

It's a great idea to pre-empt any questions or concerns that your team may have, and create a mass communication outlining your responses. If you can demonstrate that you are one step ahead, you will be able to mitigate some of the panic that arises during a crisis. Demonstrate that you are on top of things, and your team will have trust in you.

Form a crisis management team

During this time, you should develop a crisis management team who can handle all of these communications. By delegating responsibility to a select few people who

will all be working together, your communication will be consistent and cohesive. There's nothing worse than conflicting information coming from multiple managers. This just creates confusion and unnecessary stress amongst your team members. Clear communication is essential.

Be timely

Be timely in your response to any issues that arise. If you were not able to pre-empt certain situations, you should have your crisis management team jump on handling them quick-stat. This means quickly drafting communications to notify your teams of any changes. If you ignore these, or are untimely in your responses, you will just be setting yourself up for failure. Save yourself the hassle by staying on top of things.

Be authentic & transparent

During challenging times, you might be tempted to put a positive spin on things to try to keep morale up in your team. While it's important to keep perspective and reassure people, it's ok to be vulnerable about the challenges you face. People want honesty and strength from their leaders during a crisis, and it's important to maintain their trust by keeping it real.



#workingfromhome:

How to manage a remote team

When working from home, you want to gear your team towards their most productive work. This means ensuring they are in the right working headspace, and that their mental wellbeing is in check. These are our top suggestions for how to manage a team that isn't physically in the office:

// Establish clear expectations

When managing a remote team, it's important to establish clear expectations from the outset. When do you expect your team to be available and reachable? What outcomes do they need to work towards? What deadlines have you established? Remote teams are built on a foundation of trust. If everyone is clear of what is expected of them, then they can get on with their tasks.

// Use collaborative tools

We live in a digital age. Technology has the power to connect us all. Use this to your advantage. There are a multitude of platforms and programs that can be used to stay connected to your team. From Slack, Teams or Google Docs, to Trello boards to keep track of tasks, be sure to have these tools in your arsenal. They foster collaborative working and are a great way to promote accountability, communicate expectations and set deadlines within your team. Video calling tools are also extremely useful. Allowing your team to collaborate at anytime, anywhere, they are a necessity if you are to effectively manage a group of people that aren't physically present.

WE LEAD THE WAY

WE STRIVE FOR BETTER

WE GIVE A DAMN

// Check in regularly

To ensure your team stays on track, it's a good idea to check in with them regularly – not only to see how they are progressing on their goals and deadlines, but to also provide support and guidance. Ensure they are clear in what they need to achieve and support them with this.

// Recognise the distinction between work & home life

While it's great to be constantly connected to your team through technology, you should still recognise that your teams have a life beyond work. As a great leader, you should be promoting a healthy work-life balance and encouraging your team to not overextend themselves. You don't want work time to bleed into personal time just because they are in a personal home setting. You need to help your team members make this distinction, not encourage the blurring of lines.

// Trust in delivery

When working from home, you can't always see the work your team is completing, but you have to trust in them to perform. If you have successfully established your expectations from the outset, then this should be no issue.

#workingfromhome

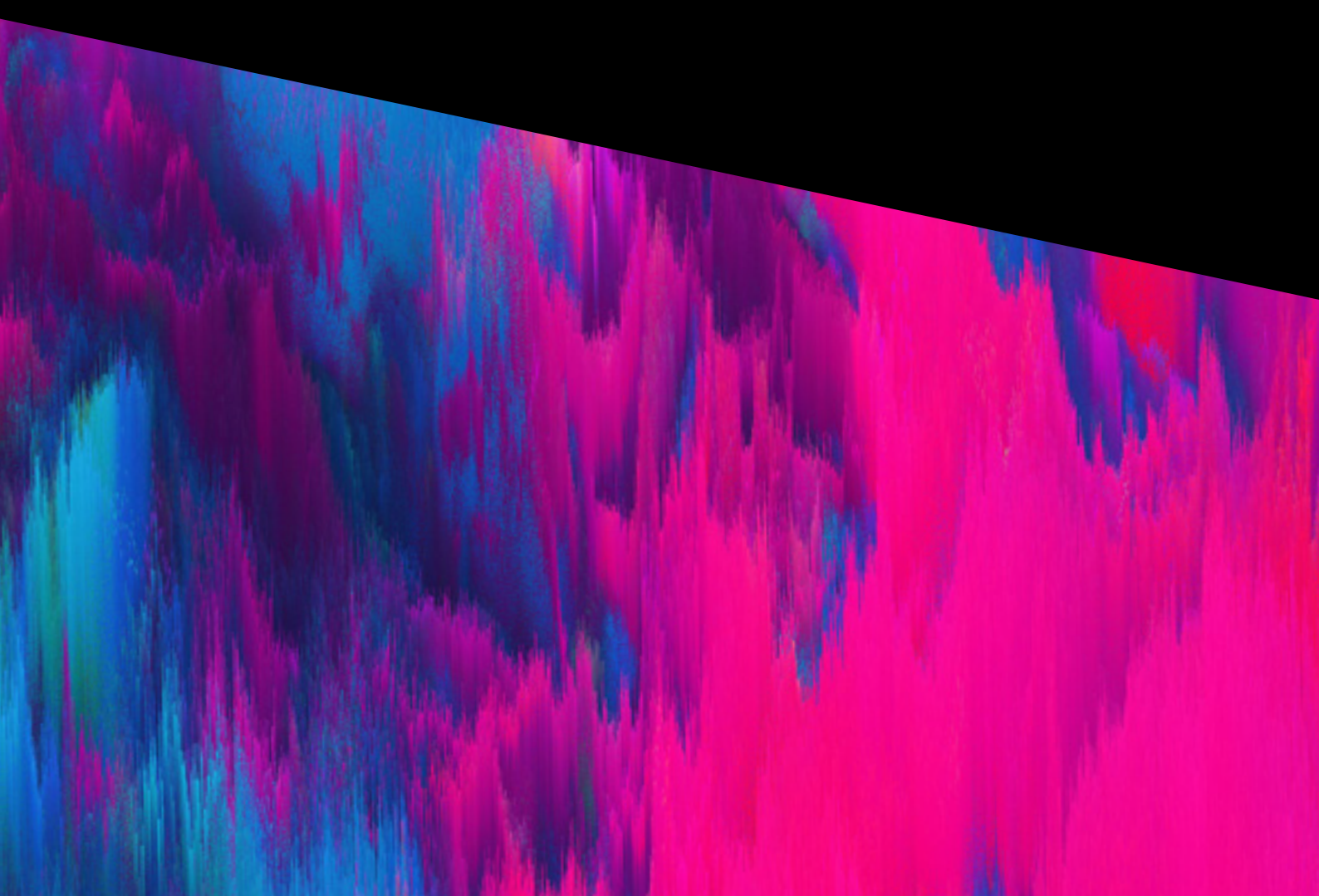
Tips for your employees, and yourself too



Working from home sounds great, right? You're not only ditching your early morning commute, but your kitchen is also only a few steps away. While it's easy to think you can simply wake up and work from the comfort of your bed, you really want to get yourself in to gear so that you can be your most productive and efficient.

So, how do you go about this?

As a manager, you want to ensure that your team is appropriately set up so that they can perform their best work. These are some great tips to share with your team to get them in to the right headspace:



1 // Set up a work station

When working from home, your team members should establish an ergonomically-sound work station that is conducive with undertaking focused and productive work. This means choosing a tidy, de-cluttered space that is free of distractions. Work should also not be completed from the couch or bed, but from a desk or table in a quiet section of the home.

2 // Get ready for the day as usual

To get in to the working mindset, your team should prepare for the day as usual. This means following their normal routine, i.e. getting dressed as usual, eating breakfast, and making a cup of coffee. By sticking to their regular routine, they can more easily make that transition to the working headspace.

3 // Avoid distractions

In order to stay focused, you should encourage your team to avoid distractions. That means staying away from the TV! You should also encourage your team to let others at home know of their working hours, and ask them to be respectful of this.

4 // Develop a schedule

Your team should develop a schedule and stick to it. If your in-office hours are 9-5, your team should be working these same hours at home. This means that everyone will be online at the same time and a sense of normalcy can be maintained. They will also know that those set hours are dedicated to work, and can remain focused during this time.


```
import brand_vision from Talent
values = brand_vision.findall('values')
if 'break from the pack' in values:
    values.append('we lead the way' + 'we strive for better'
    + 'we give a damn')
Talent == 'forward thinking recruitment'
>>>
f = open("agent_of_change.txt", "r")
def redefine (recruitment):
    return 'Talent are redefining' + recruitment
redefine (world_of_recruitment)
def talent_cares (people):
    if people = candidates or people = contractors or people
    = colleagues:
        print('Talent cares about', people, 'as individuals',
        )
    else:
        return Talent_beliefs
for belief in Talent_beliefs:
    print(belief)
30
31 power of potential
32 power of people
33 power of technology to change the world
>>>
Talent_beliefs.append('being different')
print (Talent_beliefs[3], 'is the way to progress')
Talent_is_about = ''
while Talent > just_recruitment:
    Talent_is_about = people
    Talent_is_about = change
```


#workingfromhome

The importance of mental wellbeing



The most important thing during this time is to engage your workforce and keep them informed. How exactly do you go about this? To effectively manage your workforce during this time of crisis, this is what we recommend:

// Staying connected

Hop on a FaceTime call with your team or schedule regular Zoom meetings. Use this time not only to discuss work-related tasks, but to also catch-up and connect. You want to ensure everyone is on the same page, and you want to remind everyone that you are in it together. You should also be open and transparent with your team and to keep them informed of any changes to their work. This can reduce any feelings of stress as well as boost morale.

// Take a break

Encourage your team to take a lunch break as normal and to step away from their desk. It will allow them to recharge, so that they can tackle their most pressing tasks with true laser focus.

// Exercise

Exercise can work wonders in improving your mental wellbeing. Not only does it reduce stress and anxiety, but it also gears you to be more productive and efficient. There are only wins here. Encourage your team to take 30 minutes, either during their lunch break or at the start or end of their working day to squeeze a work-out in.

// Develop a schedule

You should encourage your team to develop a plan for their day and to work their regular office hours. This means they won't fall in to the trap of working beyond the clock and having work time seep in to personal time.

#workingfromhome

Tools & tech

We are lucky to be living in an age where we are more connected than ever, all thanks to technology. This means we have the capacity to work from remote locations and still smash out our goals.

So, when managing a remote team, which tools can you use to stay connected with your team? Here are our recommendations:

// Zoom

A great video conferencing tool, which in its most basic form can host up to 100 participants.

// Trello

An 'online corkboard' tool which can be used to create to-do lists and stay on top of projects.

// Monday.com

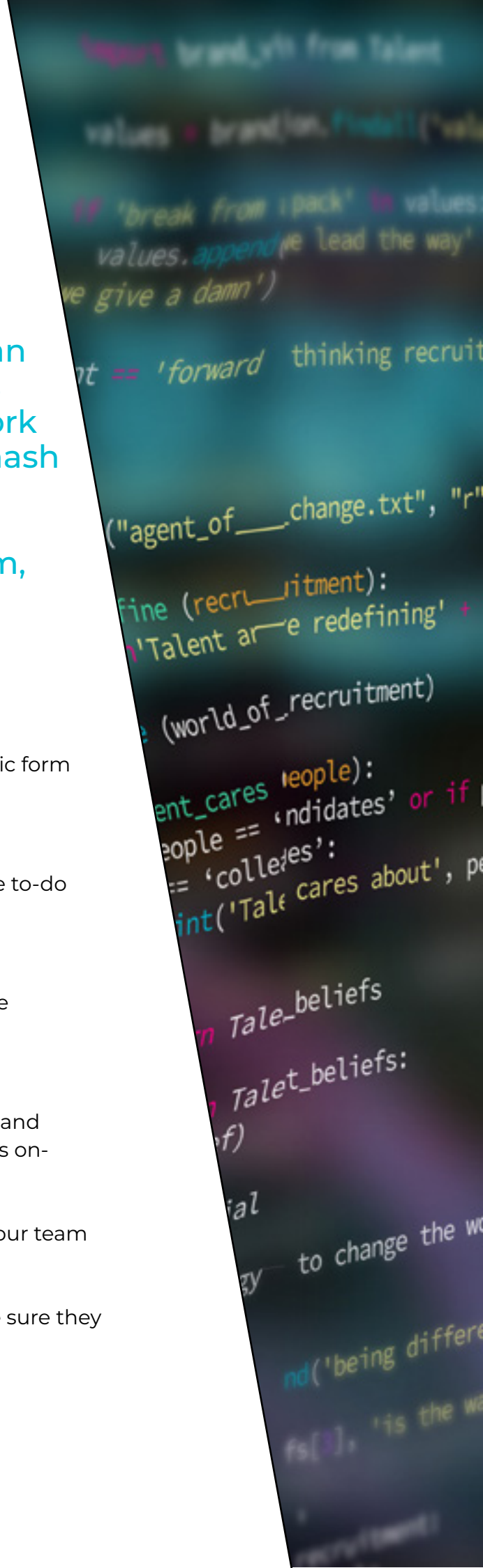
A digital project management tool where tasks can be allocated to team members and deadlines can be set

// General tips:

Establish clear expectations of your team - set goals and objectives and check in regularly to ensure everyone is on-track.

Manage to outcomes and not hours – have trust in your team to deliver; don't micromanage

Check in with your team to see how they are – make sure they are coping during this time



• 'we strive for better' •

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)

recruitment

people == 'contractors' or if
people, 'as individuals', '')

orld

ent')

ay to progress')

```
14 def new_world_of_recruitment()
```

```
15     def talent_cares(people):
```

```
16         if people in 'candidates' or if people in  
17         people in 'colleagues':
```

```
18             print("talent cares about", people, "as  
19             individual")
```

```
20         else:
```

```
21             return talent_beliefs
```

```
22     for belief in talent_beliefs:
```

```
23         print(belief)
```

```
24     return all_potential  
25     return people
```

How to manage outcomes, not hours



April Marcot

Head of P&C
APAC

From the very first moment someone accessed their work emails outside of the office (most likely on a Blackberry), the need for human beings to be sitting at their desks in order to perform their roles began to diminish.

In our increasingly connected world, the hours we spend in the office are becoming irrelevant. Computers in our pockets have more fire power than the computers we had at our desks in the 1990's, and we now have the ability to work from any location at any time. The entire world of work has evolved, so the way we manage must also change.

What still really matters are outcomes and results. We all seem to be fairly capable of managing people to outcomes when everything is going well. Freedom and flexibility are a breeze when your team is kicking goals. But what happens if someone is not meeting their KPI's?

// Ditch the old school thinking

When our teams don't deliver, we usually let our old fashioned thoughts on management prevail. We move to managing via time at work because it's easy to resort to making judgements about what we can physically see our team doing. Did they arrive to work late? Did they take a longer lunch break?

We start to judge by what we can see, but is this really the right way to go about things?

Oftentimes, because of technology and flexible work policies, we can't physically see the work our teams are doing. That is where trust comes in. We need to demonstrate to our teams that we trust them to deliver on their goals, and we need to give them the opportunity to work in their own way.

Provide them with this flexibility and put the onus on them to make it work. If they have clear goals and a sense of direction, they will deliver.

This isn't always an easy thing to do. When frustrated, it's easy to give in to old-fashioned thoughts, "I worked for 20 years before being able to negotiate Fridays working from home". This may be well and true, but times are changing. While you may not have had the opportunity to work from home in your early days, you may instead have had the luxury of a clearer distinction between your personal life and work life. Speaking of which...

// Be aware of blurred lines

While the ability to work remotely is all well and good, the barriers that define "work" and "home" are blurred. Parents juggling commitments whilst working from home are, in many cases available 24/7 - well, except perhaps for those hellish two hours between 5 and 7pm when they need to get dinner, bath and bed sorted in military precision.

We may not physically see the hours our teams put in to their work, but that does not mean that they are not plugging away to deliver quality results. Employers expect team members to take calls from clients outside hours, and sacrifice personal time to have a meeting with the UK team at 10pm, but are not so happy when they arrive at the office 15 minutes late. We can't forget that flexibility works both ways. It can't always be give and no take.

// Presenteeism vs productivity

It's also important to consider that the most physically present team members might not necessarily be the most productive. "Presenteeism" is defined as "the practice of being present at one's place of work for more hours than is required, especially as a manifestation of insecurity about one's job." Woody Allen once said that 80% of success in life can be attributed to simply showing up, but growing research shows that's not the case. It is of no value to your company to have a full office, but a team of unproductive people.

Sure, they're ticking the box of being present, and maybe they are going beyond that and staying back late at the office, but are they actually delivering? Again, it is easy to manage on what you can see, but are these employees actually performing, or just putting on a show? If you choose to manage on presence, this is something you need to consider.

// It's on us, not them

The relationship between manager and employee is a two-way street. Managing on hours is actually really lazy. It's easy. What's a bit more time consuming, but far more rewarding, is spending time having clear and regular conversations with your team members about their goals.

Before you begin to question them on their punctuality, take a moment to consider your own actions. Have you been clear in your expectations? Have you had conversation with them about what objectives need to be achieved? An employee with very clearly defined KPIs, objectives and goals should be trusted to manage their time however they need to.

That being said, if your company prides itself on the values of connection and collaboration, it's not unreasonable to place the expectation of your team members being in the office often. A culture of connection can't be achieved if there aren't any people around. Using digital engagement channels to foster collaboration during the times your team is not physically present helps too. This way you can maintain the culture your company is known for, without compromising the flexibility policies you have in place.

The world of work is evolving, your management style needs to as well. You can't always see what your team is doing, but you need to trust them to deliver. This isn't something reserved for the workplace of the future, it is something that needs to happen now.

Hiring



We understand that things are in major flux at the moment, but you still have a business to run. We are rapidly changing from face-to-face interactions to virtual communication. So how can you go about hiring top talent during this time? Here are our top tips for virtual interviewing and induction.

Virtual interviewing

Video interviews are a great way for employers to interact with candidates and potential employees when circumstances don't allow for face-to-face meetings.

While remote interviews can present some challenges (usually of the technical kind), they also have many benefits - for example, there is no need to reimburse travel costs. They also allow you to interview candidates who may be living further afield and are looking to relocate to your area. These are our recommendations for running a successful video interview:

- // Have stable internet connection
- // Use a high-quality camera and microphone
- // Make sure all your equipment is working
- // Do a test call beforehand
- // Conduct the video interview in a silent, well-lit room
- // Pay attention to the background of your interview – make sure your office is neat and tidy
- // Create an appealing backdrop, maybe with some branded items in the background to give an immediate idea of your company's identity
- // Dress professionally

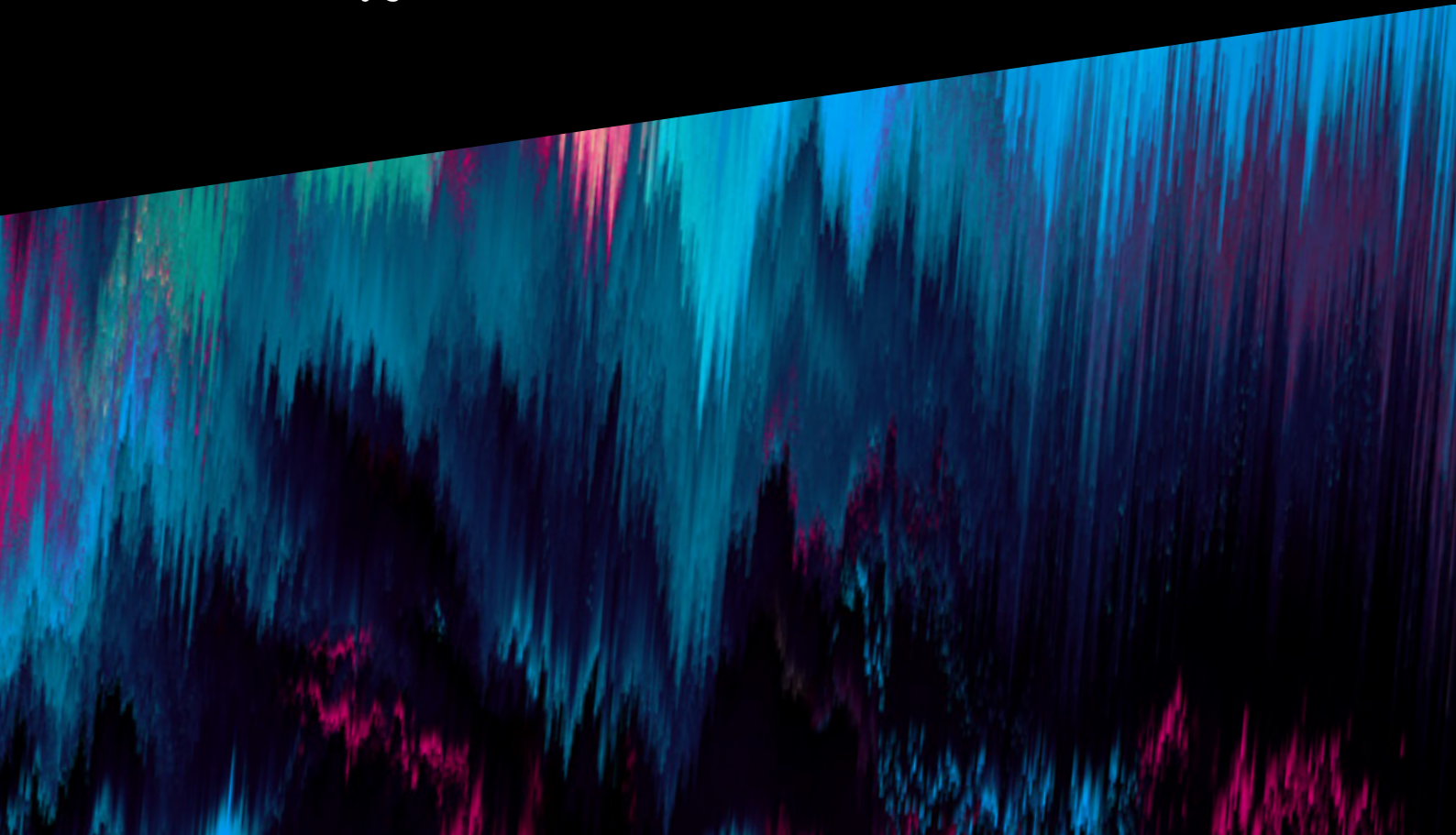
Virtual induction

If your entire office has mobilised during this time, there are still ways that new team members can be inducted without stepping foot in to your physical workplace. Using digital tools, your new hires can be acquainted with your company and be geared to work. However, you should take care to action this properly. It is your management of induction during this time, which will truly demonstrate the strength of your company's culture. Here are our suggestions:

- // Create welcome videos from management – although you can't be physically present, you still want to create this human connection
- // Develop informational videos about your company e.g. outlining policies, procedures, history, etc. – this can also provide an insight in to your culture
- // Develop training courses as online modules that team members can work through
- // Create video tours of your office space

Flexibility

At this time, flexibility is necessary, and your management of remote teams is the true test of your strength as a company. Without physically being able to see your team, you need to have trust in them to deliver. This means providing them with a level of autonomy to get their work done. The same goes for new hires. Be clear about your expectations from the outset and check in regularly to ensure they are on-track. Through being clear about what you want them to deliver, they will be able to effectively get on with their tasks.



Office hygiene best practice

We recommend that if you are continuing to operate from the office, that you follow appropriate hygiene measures to limit the spread of the virus. This means:

- // Encouraging employees with cold- or flu-like symptoms to stay home
- // Ensuring that anyone who has had known contact with a confirmed case of COVID-19 does not visit the office, nor anyone who has recently travelled overseas
- // Regularly disinfecting frequently-touched surfaces
- // Reforming physical processes to minimise contact. For example, checking in via personal mobile devices.
- // Encouraging team members to regularly wash their hands
- // Provide hand sanitisers at all entries and exits
- // Discouraging non-essential visitors



Resource list

// John Hopkins Coronavirus Resource Centre (interactive map)

<https://coronavirus.jhu.edu/map.html>

// World Health Organisation (WHO)

<https://www.who.int/>

// Australian Government Department of Health

<https://www.health.gov.au/news/health-alerts/novel-coronavirus-2019-ncov-health-alert>

// Ministry of Health New Zealand

<https://www.health.govt.nz/our-work/diseases-and-conditions/covid-19-novel-coronavirus>

// Relevant health authorities in your state

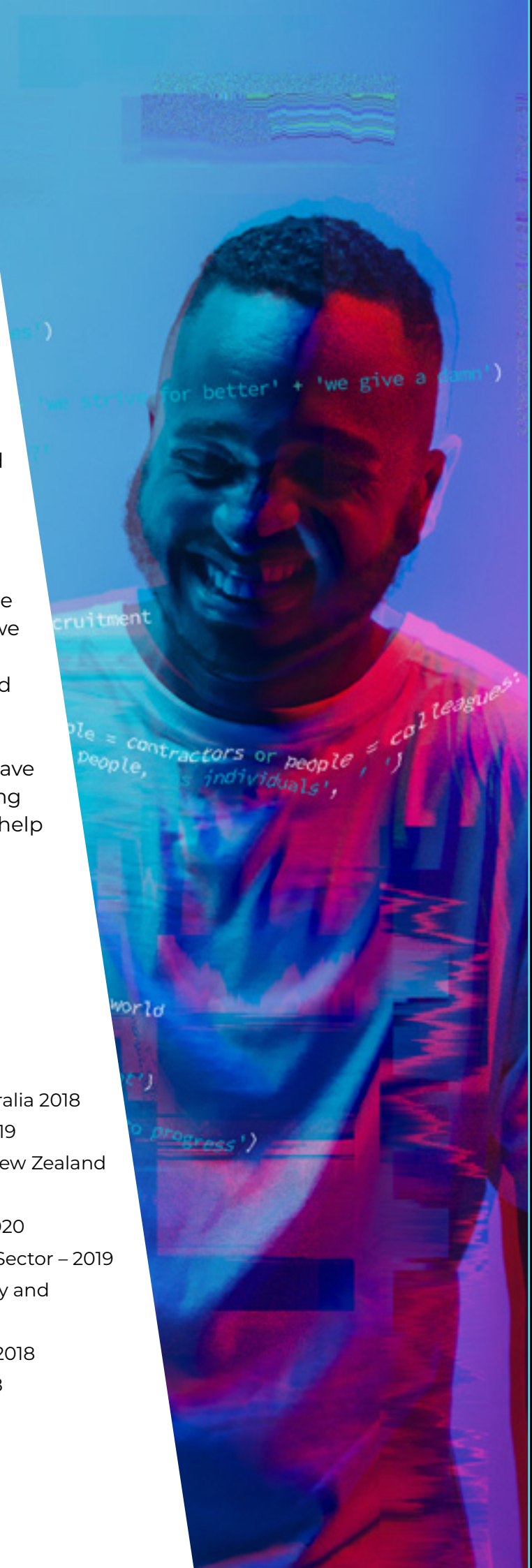
About Talent

Talent is a global technology and digital recruitment specialist. We are the largest independently-owned and operated people placement and solutions business in Australia and New Zealand, with over 300 employees and revenue in excess of AUD \$640 million.

We are on a mission to redefine recruitment by creating the most rewarding and empowering experiences for those we work with, bringing the human element to the forefront of everything we do. We will continue to innovate with this focus and respond to the shift towards freelancers and the changing workforces of the future through Talent Engage. And through our charity Talent RISE, changing the lives of young people who have experienced barriers to employment by providing education, training, life skills and opportunities help them gain independence and purpose through employment.

Awards

- // SEEK Large Recruitment Agency of the Year – Australia 2018
- // SEEK Large IT Agency of the Year - New Zealand 2019
- // SEEK Medium Recruitment Agency of the Year – New Zealand 2018
- // Gallup Global Great Workplace Award – 2019 and 2020
- // NZ Hi-Tech Awards Contribution to the NZ Hi Tech Sector – 2019
- // HRD Magazine Top Performing Company – Diversity and Inclusion –2018, 2019
- // LinkedIn Most Socially Engaged Staffing Agency – 2018
- // APSCo Corporate Social Responsibility Award – 2018



Can we help?

Feel free to get in touch

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