



2018

Disruption ahead in Aged Care...

Is your organisation ready, and will it survive...?

March 2018

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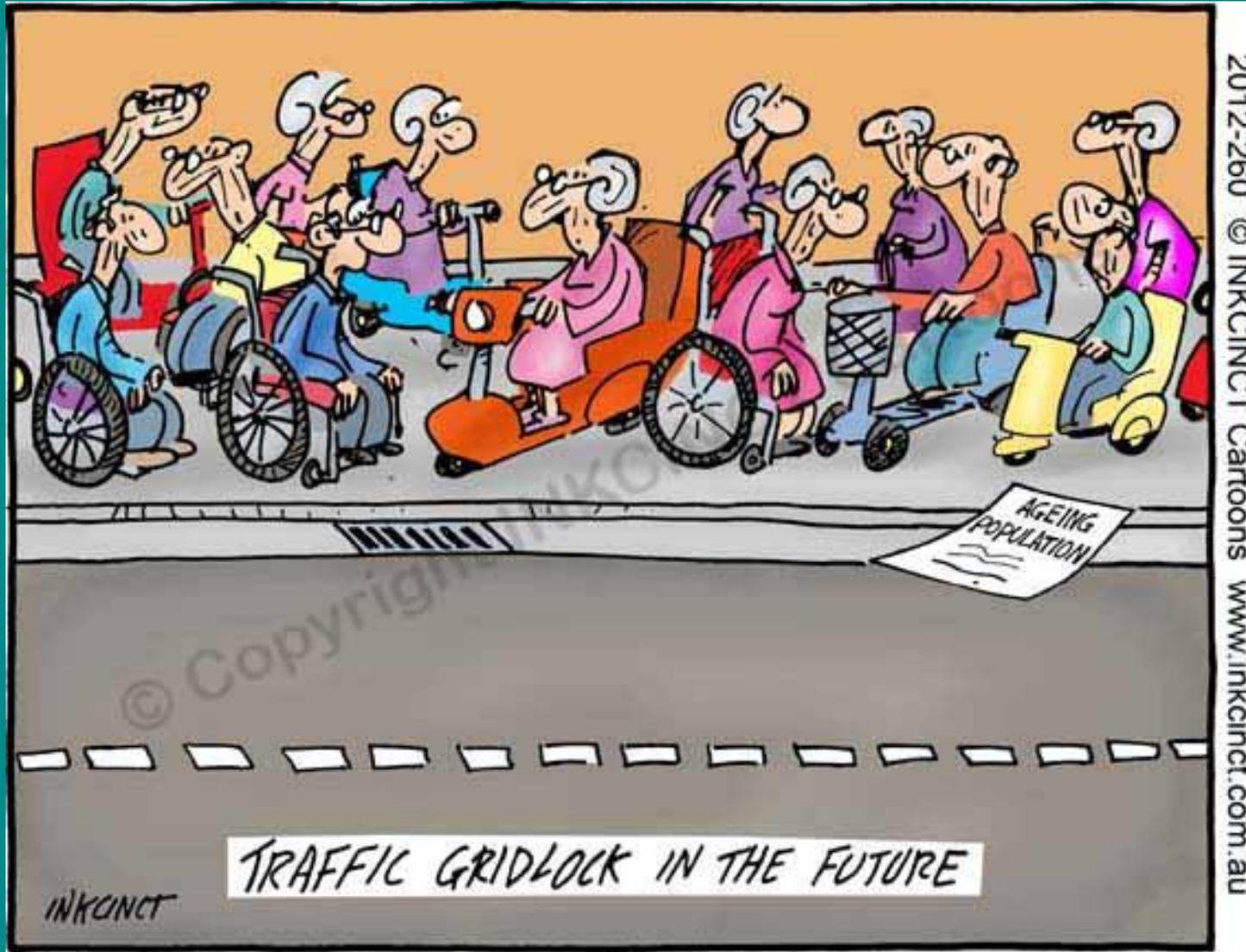


**So what can we learn from the
Taj Groups' people practices to
help us weather the turbulence
ahead?**

A culture of trust and responsibility...

When the environment at work is one of encouragement, and one that meets the basic human needs to live, to learn, to feel valued and significant we do more than just survive we thrive... (Simon Sinek)





We all know that serious change is coming...

Industry pressure exists from many directions...

- We all know the story, Australia has an ageing population...
- This is creating an increasing demand on the services provided by the aged care sector with the growing number of over 85s, but there is also a workforce supply challenge.
- In order to meet this demand it has estimated that the aged care workforce will need to quadruple in size over this time and employ around 980,000 workers (compared to 240,317 workers now).
- We also have an ageing workforce, and in the aged care sector this ageing is even more pronounced – the median age for a residential direct care worker is 48 and community direct care workers is 50 years which makes it the sector with the highest median age of an employee. (McCrindle 2014)
- Because of the high median age of employees in the aged care sector, half of the aged care workforce will be of retirement age in 15 years.

The Taj Way...

The Taj Approach to HR – A twelve step approach

Seek

fresh recruits rather than lateral hires.

Hire

from small towns and semiurban areas, not metros.

Recruit

from high schools and second-tier business schools rather than colleges and premier B-schools.

Induct

managers who seek a single-company career and will be hands-on.

Focus

more on hiring people with integrity and devotion to duty than on acquiring those with talent and skills.

Train

workers for 18 months, not just 12.

Ensure

that employees can deal with guests without consulting a supervisor.

Teach

people to improvise rather than do things by the book.

Insist

that employees place guests' interests over the company's.

Have

incumbent managers, not consultants, conduct training.

Use

timely recognition, not money, as reward.

Ensure

that recognition comes from immediate supervisors, not top management.



A values driven recruitment process...

The Taj Group prefers to recruit employees from the hinterland (regional areas) because that's where traditional Indian values still hold sway.

They look for values such as respect for elders and teachers, humility, consideration of others, discipline, and honesty.

Its recruiters look for three character traits:

1. respect for elders (how does he or she treat thier teachers?);
2. cheerfulness (does he/she perceive life positively even in adversity?);
3. and neediness (how badly does his family need the income from a job?)

Hires people straight out of high school and for Managerial roles they only target graduates from India's second and third tier schools.



Training Customer Ambassadors

Trains new recruits in 6 residential skill certification centres, for 18 months (the industry norm is 12 months).

Have a long history of training and mentoring, which helps to sustain customer centricity.

Establishes campus connect programs with over 30 Hospitality institutes in India.

Primary focus is on training employees to be able to act with autonomy, without supervision. (Surely this explains why so many reacted in the way they did during the terror attacks!).

Uses a two-hour weekly debriefing session with every trainee, who must answer two questions: What did you learn this week? What did you see this week?



A Recognition-as-Reward System

A rewards program underpinned by expressions of gratitude.

Timing of recognition is usually more important than the reward itself.

In 2001 implemented Special Thanks and Recognition System (STARS)

By accumulating points, employees aspire to reach one of five performance levels: the managing director's club; the COO's club; and the platinum, gold, and silver levels.

Promotions and pay rises are afforded to those who earn the most points!



**How does your team react
in a crisis?**

Where to from here?

- How are you going to manage the loss of key skills and knowledge when your employees are retiring in droves? Think mentoring programs.
- How are you going to attract & retain the younger generations to the industry? If you don't where are you going to get your labour from? Overseas? Think scholarships & sponsorships.
- Aged Care already has higher than average turnover rates, so with increased competition how are you going to provide continuity to your residents in a time of rapid change...? Think induction and training.
- How will you address wage parity in an environment where organisations continually put profits before people? Think about labour costs as an investment rather than a cost.



In order to keep up with this demand, the Aged Care sector is going to need to attract and retain younger generations including Gen Y's (Millennials) and Gen Z's in droves...

Key Takeaways

Put people before profits (not the other way around!)

Hire for values not experience or technical skills

Organisations who make culture and people their number one priority will survive = competitive advantage

Remember people work for people – who are the leaders in your organisation and how do they lead?

Implement a collaborative work structure – involvement is key

Create focus on your mission and values – create purpose and connection

Reward based on behaviour and living your values... Positive reinforcement

**The true price of
leadership is the
willingness to place
the needs of others
above your own...**