

Leading retailers integrate their people management practices.

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'Integrated strategies' are workplace practices and policies that support and complement each other and work together to achieve business goals.

For example, a speciality store may wish to expand its brand range to increase its competitiveness.

An integrated people management strategy ensures that all workplace practices will support this goal.

- An expected increase in customers may mean more staff need to be recruited.
- At a time of growth, it may be critical to retain existing staff.
- A new range of products may call for a review of staff training.
- Selection processes may need to be reviewed to ensure that the best person is selected for the job.

The Australian Retailers Association and its affiliated organisations provide a range of services to recruit, develop and manage staff. Contact details can be found at www.ara.com.au

Benchmarking data

Our survey clearly demonstrated that the more retailers integrate their strategic people management initiatives, the better their financial performance.

- One in two retailers had recruitment, retention and staff development strategies.
- One in three retailers had strategies in one or two of these areas, but not three.
 - 60 per cent had strategies to retain and develop staff
 - 64 per cent had strategies to attract and develop staff
 - 59 per cent had strategies to attract and retain staff
- One in ten retailers had no such strategies in place.

Australian stories

“ To achieve profits **Bevilles** feel that there must be an interactive arrangement between staff and management. Organisations must attract customers to stores and this is largely dependent on staff attitudes and training. ”

Executive, Bevilles

Bakers Delight has a key management priority of building an integrated people management approach and system.