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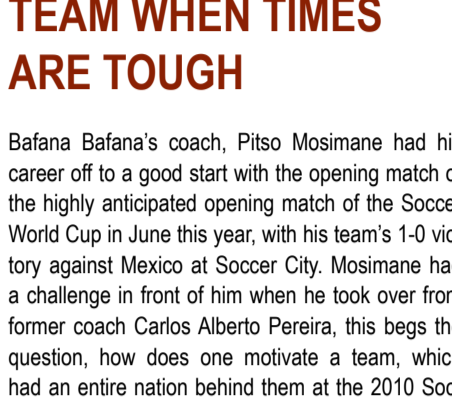
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MOTIVATING A TEAM WHEN TIMES ARE TOUGH

Bafana Bafana's coach, Pitso Mosimane had his career off to a good start with the opening match of the highly anticipated opening match of the Soccer World Cup in June this year, with his team's 1-0 victory against Mexico at Soccer City. Mosimane had a challenge in front of him when he took over from former coach Carlos Alberto Pereira, this begs the question, how does one motivate a team, which had an entire nation behind them at the 2010 Soccer World Cup, but not even making it to the second round of the tournament?

"A huge challenge for any leader is ensuring that team members remain motivated even when the going gets tough," Says PAG's Director, Indherani Reddy. "Business leaders and managers will be able to identify with the Bafana Bafana players, their coach and their captain," she says. There will always be times when your best is simply not good enough, but that's not the end, you can rise above it and come out victorious.

According to an article (Turning strategy into Great Performance) published in the Harvard Business Review in August 2005 by Michael C Mankins and Richard Steele, the average team only achieves 63% of the objectives of their strategic plans. Mankins and Steele attribute the performance gap inter alia to poorly communicated strategy (5, 2%), actions required to execute not clearly defined (4, 5%) and unclear accountabilities for execution (4, 1%).

What should leaders do, when the desired outcome and results achieved are poles apart? Clear, unambiguous communication is of paramount importance. Informal talks over a cup of coffee provide a wonderful opportunity for leaders to motivate their teams, respond to team member's questions, and allay concerns. The leader's role is to change mindsets, from "it cannot be done", to "working as a team, this is how we are going to achieve the desired results."

When the team's self confidence is at an all time low, glib statements will not resonate with the team. Peter Drucker's words perfectly sum up an attitude that a leader should possess: "A man should never be appointed to a managerial position if his vision focuses on people's weaknesses rather than their strengths. The man who always knows what people cannot do, but never sees what they can do, will undermine the spirit of the organisation. Of course, a manager should have a clear grasp of the limitations of his people, but he should see these as limitations on what they can do, and as a challenge to them to do better."

"During the tough times a leader must motivate his staff not to fixate on the challenges, but rather direct 90% of their focus to turning the situation around and finding new opportunities – the 90/10 principal," says Reddy. "Don't wait for the storm to pass, learn to dance in the rain!" she adds.

The programme is aimed at providing opportunities for persons with disabilities. They will be trained in all aspects of working at a call centre, from taking calls, to emergency assistance to the public, to call redirection to relevant parties such as ambulances, clinics and hospitals.

PAG salutes and supports all our learners who have committed themselves to this great opportunity.

In recognition of the International Day of Persons with Disabilities (PWD) which took place on 03 December, PAG has launched a learnership for 11 disabled people who needed to meet the criteria of the Service SETA, which are: being unemployed, disabled, having acquired a matric and a one year qualification. The learners are currently undergoing the theoretical part of the NQF2 contact centre learnership and will be placed in the Department of Health's contact centre from January 2011 to gain the experiential learning required. The goal of the learnership is to ensure at least 70% of the learners are deemed competent against the qualification on exit of the learnership and are offered gainful employment as a result.

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MD'S NOTE

I am honoured to be able to address you from the Managing Director's chair to which I have recently been appointed. I am very excited to lead PAG's niche areas of specialisation with the continued professionalism that I have come to admire.

I have served as the Group Credit Executive for the Kelly Group since 2008 and as a Director of Logical Staff Loan Solutions, a comprehensive loan product available to the temporary workforce of the Kelly Group.

I enjoy the dynamics of the fast paced staffing industry, which requires rapid turn around and consistent client relationship building. For me, service, people and development are at the very core of running a successful business, and I look forward to what I hope will be many successful years at PAG.

On a different note, Vicki Marais Swanepoel (previous Managing Director) has been promoted to Kelly Group Executive: Group Business Processes. It is due to her strong project and operational management skills that she will be responsible for the development and roll out of the group's operating platform both locally and internationally. We wish Vicki all the best in her future endeavours.

I am delighted to congratulate Bonnie Currin who has been the General Manager of Marketing and Coastal Regions for four years and has now been promoted to the position of Director. Bonnie has 10 years experience within the hu-

man capital services industry and has, during her time at PAG headed the corporate sales, business innovation, tender, and marketing departments.

We also welcome Indherani Reddy, our new Operations Director, who comes with extensive management and recruitment experience having worked for 11 years in the hotel industry and served as a Director for InnStaff, a brand within the Kelly Group specialising in the hospitality industry.

With that I would like to wish one and all well over the festive season, keep safe on the roads and remember, push and fight so hard that even fate accepts defeat!

Go well, and all the best for 2011.

Ferdinando Pulella
Managing Director
Ferdinando.pulella@pag.co.za



HELPING TO CREATE A BETTER WORLD...

PAG HELPS TO ASSIST PEOPLE WITH DISABILITIES IN ACHIEVING CAREER GOALS THROUGH EDUCATING SOUTH AFRICANS TOWARDS CREATING COMPLYING ENVIRONMENTS AND JOBS



There is an estimated figure of about 2 million people living with disabilities in South Africa, however only 0.6% of People with Disabilities (PWD) represent the formal workforce in this country. The employment equity is targeted at 2% - this is not met, which is why PAG is committed to assisting PWD's to achieve their career goals. Chantal Oliver, who was left wheelchair-bound after an accident, spearheads the Disability Division. "Our core focus is educating people about disabilities and raising awareness on the challenges faced by People with disabilities," she says.

PAG actively and successfully assists clients in achieving their employment equity requirements by developing individual, flexible recruitment solutions that increase the number of job opportunities available to PWD's. "It's fulfilling to know that we are actively helping to create work opportunities for people with disabilities." Our goal is to assist people towards jobs they deserve despite suffering any physical impairment and we are determined to unlock the power of people whilst assisting clients with customized disability recruitment solutions".

PAG's service offering includes:

- Assessments of the work environment;
- Offering guidelines to achieving an easily accessible environment;
- Sensitisation workshops;
- Disability awareness training;
- Recruitment and retention solutions;
- Pre and post placement assistance.

EDUCATION SPECIALISATION

PAG has launched a specialisation for the education sector as a strategy to assist the industry meet its staffing challenges and ensure the education standards are met to help feed the workplace skill requirements.

PAG offers a 'Just in Time' model to supply Locum and Substitute Teachers at short notice to Primary & Secondary Schools.

Should you be interested in meeting with PAG to discuss staffing solutions or would like to book a Locum Teacher please contact our Education Branch on: education@pag.co.za

PAG has created a career portal specifically for Education professionals, should you wish to join the database please upload your CV on www.educationtalent.com

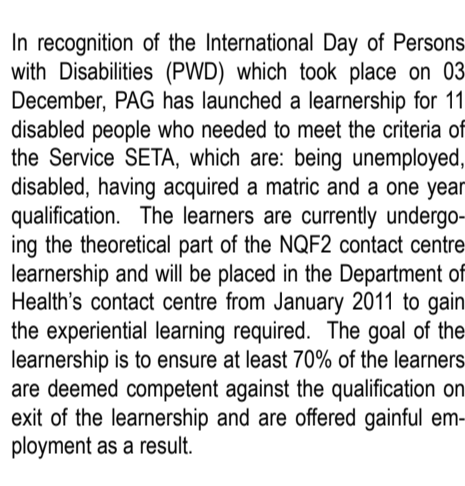
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PAG'S LEARNERSHIP FOR THE DISABLED

PAG understands that it has a contribution to make in supporting increased access to learning and professional development for individuals, while also enhancing their self-confidence and employability. In addition, because building top talent capacity for our clients is a key contributing factor to delivering on our promise, PAG continues to actively participate in learnership initiatives.

Included in PAG's end-to-end recruitment process is an initiative to transfer skill and grow talent. PAG has a strategic relationship with the Services SETA and extensive experience in managing Learnerships, both in-house and for our clients. The learnership model is based on a tri-partite relationship which allows the learners to gain the theoretical component as facilitated through an accredited training provider and the workplace experience will be gained through being based with one of PAG's clients. The learners have the benefit of being managed by PAG as we would our temporary workforce which includes access to our leading lifestyle benefits available to employees on our payroll.



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WHAT IS RISK MANAGEMENT?

Risk management is the process of forming a reactionary plan to situations that are threatening to your business. Certain risk assessment techniques will help determine the initial level of risk, ways in which to stop or minimise it and strategies required to be put in play.

Risk management and more specifically operational risk management, which refers to risks that can affect your daily business operations, is a well established practice in financial, commercial and other institutions. Catastrophes such as 9/11 and the global finance melt down forced boards of directors and management to ask wider questions about what can go wrong. This transformed the status of risk management from a passive to an active role. "Five years ago, risk management would only have been associated with making sure that an organisation's assets are insured or making sure that the organisation is complying with the relevant laws and regulations," says Charlene Wilson, PAG's Risk Management Specialist. Now, companies are looking at this issue with critical eyes, and assessing any aspect that could cause a threat to the smooth running of the company, from the possibility of network failure to the threat of natural disasters.

How can risk affect your business?

There are a variety of risks facing South African businesses, "some of these include legal and regulatory risks, human capital risks, operational risks, to name a few," Wilson explains. A determination of the specific risk factors applicable to your specific business should be made, for example a legal advisory will incur different risks to a supermarket. However the biggest factors are generally those that go unnoticed, such as:

- Economic inequality – a downfall of certain big players in the market could worsen poverty, reduce jobs and increase the dependents on the state thus increasing the corporate tax burden on businesses that are still operational;
- Commercial/White collar crime – crime in all its forms is one of the highest threatening factors to a business;
- Increasing natural resource constraints – this especially refers to freshwater reserves that could raise the food prices and the level of human suffering;
- Shortages of electrical supply – electricity cuts are detrimental to the running of a business, backup generators is one way of ensuring your business continues to run;
- Scarcity of skills – this is a risk in all business disciplines. Human capital is necessary for the survival of a business and needs to be secured.

Risk management in HR

PAG's risk management strategy is based on the Enterprise Risk Management guidelines, which are best practice as described by the Committee of Sponsoring Organisations (COSO). These methodologies are defined through continued research and development as well as being benchmarked against international best practice.

The recession has resulted in much uncertainty for employers' future earnings prospects, this means that recruitment decisions have to be made strategically as it has an even bigger financial impact today. "People have become more sophisticated in being able to fraudulently represent themselves," warns Wilson. One of the main reasons for this is financial stress and it results in many people falsifying their qualifications in order to succeed in the job market. PAG has mastered the art of minimising this risk with a tried and tested strategy of selecting and placing candidates.

Organisations have to look beyond traditional employment references and requesting additional checks which are to be performed before interviewing the candidates as well as afterwards. Some of the areas that require attention are: criminal record checks, identity number validation and verification, credit checks, qualification verification; personality profile index as well as carry out a thorough interview process which should include detailed questions and even test the candidate with scenarios. This will help you get a sense of the appli-

cant as well as determine his/her way of dealing with work-related or even personal issues. "The risks of employing the wrong person are severe and could have huge financial, legal and reputational consequences for a company," says Wilson. It is therefore very important for the company to find the right person for the job. Hiring the "wrong person," could affect your organisation's productivity, efficiency, culture and bottom line.

In the unfortunate event that a company made a bad hiring decision they should ensure that documented processes in place that give guidance to all employees. These processes should include a process to be implemented that would enable the employee to become competent. This risk can also be managed through additional training for the ineffective member of your staff.

Risk management is an essential part of running a successful business and ultimately driving a profitable bottom line. It would be in the best interest of your company to plan an efficient risk management plan that is thorough and covers the possibility of even the smallest factor that could threaten the day to day running of, as well as the overall state of the company.



PAG TURNS 35 NEXT YEAR!

PAG through the years....

03 March 2011 marks 35 successful years of business for PAG, which was established in 1976. Over the years PAG has created a trusted brand in the recruitment industry and partnered with many successful companies and skilled candidates to provide leading recruitment solutions. PAG delivers professional talent and first-class employment opportunities in niche areas of specialisation.

Here is a time-line of some of PAG's most memorable moments:

1976 - PAG originally opened its doors as a financial recruitment agency and 34 years later we are the largest specialist financial recruitment agency in South Africa, but over the years diversified to also offer professional recruitment services in Technical, Management and General Staffing Solutions.

- 1987 - 1990** - PAG opened various coastal region branches to offer its clients and candidates a national service.
- 1999** - PAG was part of a group of companies incorporated under the Companies Act with a registered name of Cardinalis Investments (Pty) Ltd.
- 2000** - PAG's International Division was established in January 2000 and has grown from strength to strength with many valued international clients trusting PAG as their exclusive South African Recruitment partner. The supply of recruitment services to Africa and the Middle East allows our candidates the opportunity to be exposed to international best practice.
- 2001** - PAG's holding company had a name change to Logical Options (Pty) Ltd.
- 2003** - A landmark change to the PAG brand was the re-design of the logo in 2003 to reposition the professional brand. PAG changed its logo, to a more modern design that endorsed the fact that PAG offers 21st century solutions.
- 2005 - 2010** - PAG positioned itself as an employer of choice and confidently participated in the Deloitte Best Company to Work For Survey being positioned in the top 10 over the last 5 years.
- 2006** - The Group has a name change to Kelly Group and lists on the JSE in 2007.
- 2006** - The Kelly Group commissioned a client needs analyses survey, with the need to be listened to, the need for trust and partnerships and the need for promises to be kept being highlighted as the most important criteria for companies in choosing a recruitment provider. These findings have subsequently been incorporated in the company's promise to its stakeholders, which is known as LP²: to listen, partner and deliver on its promises.
- 2007** - PAG outsource a regular customer service index (CSI) survey to monitor and manage its clients and candidate perceptions of its service delivery, and we are proud to have achieved above our benchmark score of 75, with a steady improvement year on year.
- 2008 - 2010** - Over the past three years the Groups BEE Ratings have improved from being a level three contributor AA rating to an AAA rating. This rating makes the group a level two contributor to a meaningful broad-based empowerment in South Africa, which is considered to be fully compliant with the BEE codes. This means clients can claim 125% of their procurement with PAG in their own BEE credentials. The high rating is attributable to the significant effective black ownership as well as to the group's affirmative policies and practices, which Empowerdex ranked as among the best in the industry.
- 2008** - PAG opens a Freight branch to offer recruitment solutions to the Freight, Clearing and Forwarding Fraternity. With experience in the sea, air, shipping and road freight sectors, PAG is positioned as the Freight industry's recruitment partner of choice for skilled and experienced freight staff.
- 2008 - 2010** - PAG goes online offering communication channels through its Jobs Online career portal, facebook, Twitter, LinkedIn, Blog and sharing its video's on YouTube.
- 2010** - PAG launches a specialisation for the education sector as a strategy to assist the industry meet its staffing challenges and ensure the education standards are met to help feed the workplace skill requirements. PAG offers a 'Just in Time' model to supply Locum and Substitute Teachers at short notice to Primary & Secondary Schools.
- 2011** - PAG celebrates its 35th Birthday.

MODERN MARKETING

Smart Marketing
The key to effective marketing lies entirely on understanding your customer. Not only is it essential to know who they are and what they are looking for but you also need to know why they require your services and how best can you add value to their brand, and to yours.

Social media has taken the world by storm and is by far one of the most effective ways of communication. Facebook, Twitter, message boards and blogs are easy and effective ways of keeping up with clients and having them do the same with your products and services.

A study carried out by Michael Stelzner, Social Media Marketing Industry Report: How Marketers are Using Social Media to Grow their Businesses, with 880 respondents showed that the full 88 percent use social media, moreover a whopping 81 percent admitted to gaining business exposure through social media.

It is also interesting to note that 64 % of respondents invest five hours a week or more on social networking sites. In terms of age groupings, the study found that the most likely group to use social media as a form of marketing is the 30 – 39 year-old group, second are the 20 – 29 year-old group and thirdly, the 50 – 59 year-olds.

The most recognised benefit, as stated by 81% of those that were surveyed, is business exposure. Following this is increased traffic or conversation rates for 61% and new business partnerships for 56%.

The popularity of the various social networking sites:

- Blogs - 79%,
- LinkedIn - 78%,
- Facebook - 77%,
- YouTube / Video Sites - 41%,
- Social bookmarking sites, (which are those that allow users to post and share their favourite sites and links with others) - 38%.

Interestingly, a whopping 94 % of respondents state Twitter as their top choice of social networking sites.

Social media has given marketing experts an entirely different platform to play with. "In order to keep with the times and to effectively grow your brand, it is essential for companies to utilise this medium with other traditional ways in order to encompass a holistic marketing strategy," says Bonnie Currin PAG's Marketing Director.

PAG Social Media

Subscribe to PAG's World on Work Blog <http://blog.pag.co.za/> for interactive discussions on leadership and staffing matters

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