



Sarah Johnson

Human Resources Manager
Hutcheon and Pearce

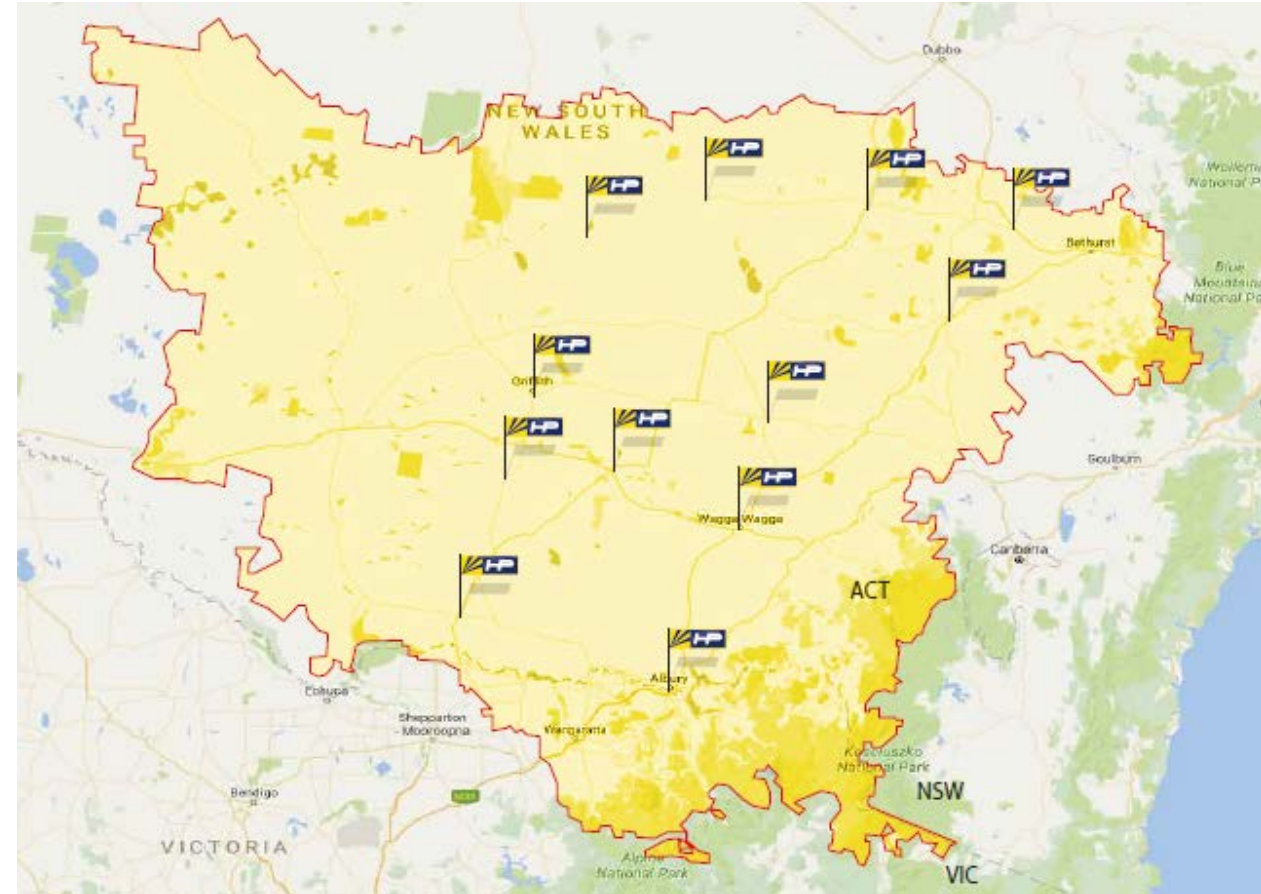
Hutcheon and Pearce



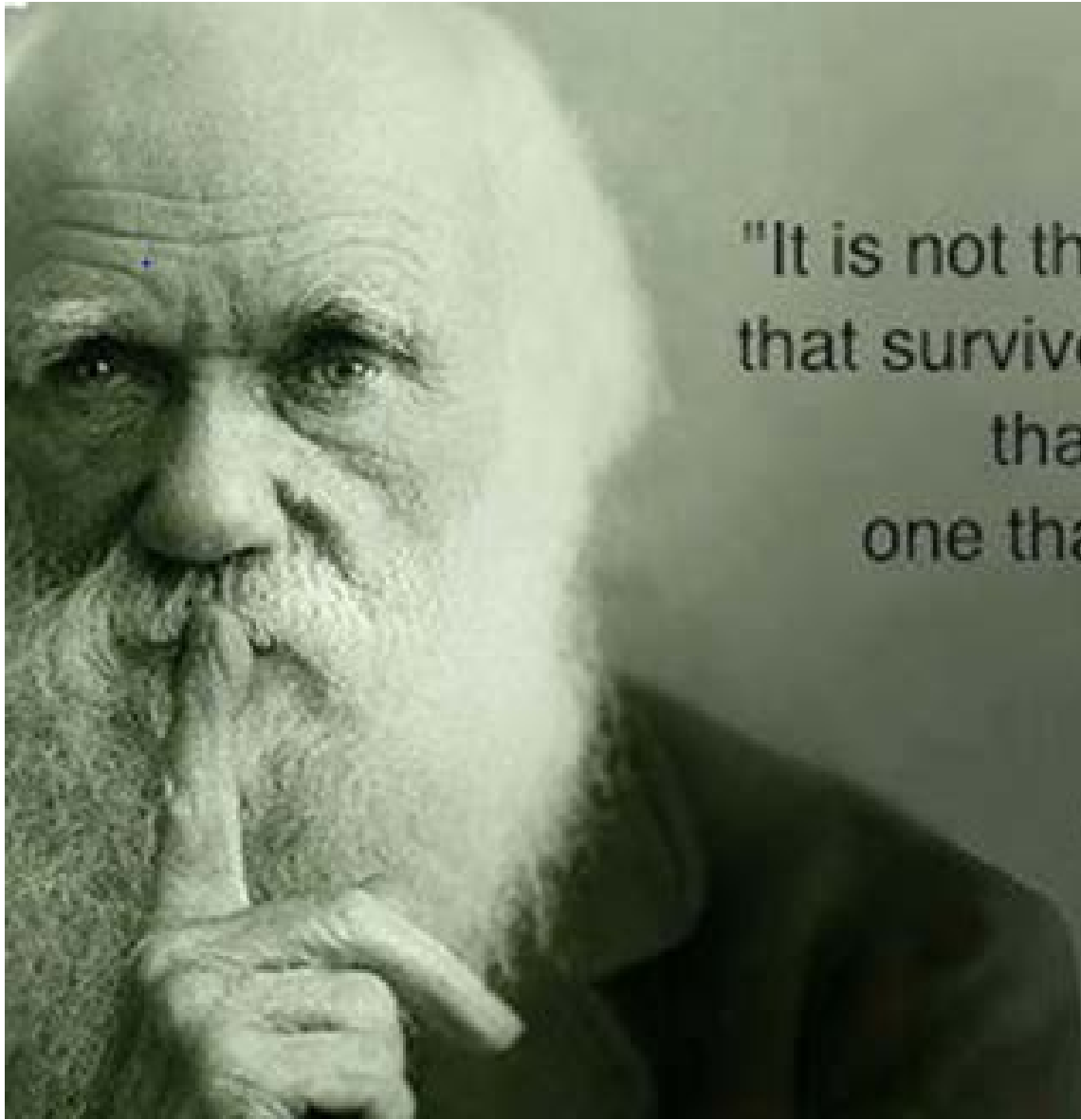
- 3rd Generation, family owned and operated business that originally began in 1953, when long serving diesel mechanic George Hutcheon acquired the business of "J.R Ritchie" of Coolamon, in partnership with Cec Pearce. The business was renamed "Hutcheon & Pearce".
- Over the years ownership has traversed the generations from George, to his sons Bruce and Ted and down to grandson Arron
- The company continued growing over time, using excellent sales and service reputation to assist with the acquisitions of the locations shown on the next slide.
- Hutcheon and Pearce now employs more than 270 staff members across 11 Branches

Our Locations

- 11 Branches throughout Southern and Central West New South Wales
- A wide range of Branch sizes from 5 employees to 45 employees
- Mainly located in remote, rural and regional towns
- Populations of towns range from 600 to 60,000 people







"It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is most adaptable to change".

Charles Darwin

Leveraging Talent in the Face of Disruption

- Challenges
 - Changing Demographic of the Workforce
 - Skills Shortage – Lack of suitably trained and skilled candidates
 - Attraction and retention of staff in rural and remote communities
 - Rapid Changes to the Ag Machinery Industry and Technology
- Self Evaluation
 - Understanding our market – what could we do to better attract, engage and recruit quality staff in light of the challenges faced
- Opportunities
 - Attracting and Retaining the Right Talent to better sustain and achieve our business goals.

Challenges in Attraction and Retention

- National Skills Shortage
 - Limited suitably qualified trained and skilled technicians and parts interpreters
 - Competition from the mining industry
- Regional, Rural and Remote locations
 - Lack of amenities in small towns for young families
 - Competition for the bright lights of the big smoke
 - Lack of visible progression
- Changing Demographic of workforce
 - Aging population – increasing vacancies due to employees retiring
 - Younger generations motivated and engaged differently to those before them

Baby Boomers: 1940's to 1960's



- Considered the “Next Generation”:
 - Most popular option in the market of the last 40 years
- Loyal and Reliable, steadfast and committed
- Workaholics, crave efficiency and are driven to make a mark
- John Deere's release of the 4020 ROPs Patent to the broader market symbolises Boomer's strict alignment with the vision of the organisation they work for.
- Highly value upward mobility and progression

Generation X: 1960's to 1980's



- Extremely apt at breaking down a task into more manageable pieces
- Self reliant yet need structure and direction.
- Aspirations of work-life balance
- The focus at work is work –there to get the job done
- Loyalty and performance is often determined by the financial investment into them

Generation Y: 1980's to 2000's

- Effective multitaskers, constantly evolving, entrepreneurial approach to problem solving
- Changing jobs is an expected part of a career: They change jobs frequently and quickly.
- They've been brought up believing they can be anything they want to be.
- Work / Life balance is essential and need the ability to do both.
- They need to feel like they are part of a bigger picture, collaborating and contributing to the overall success of a broader vision



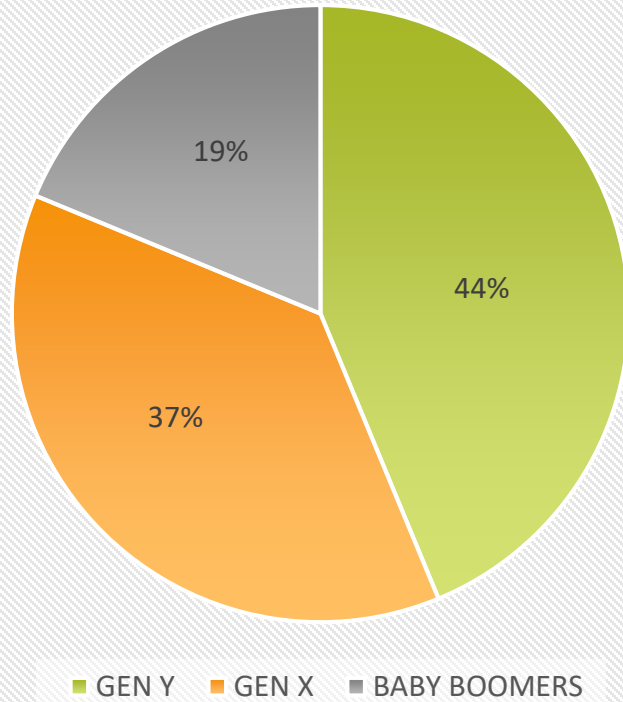
Generation Z: 2000's +



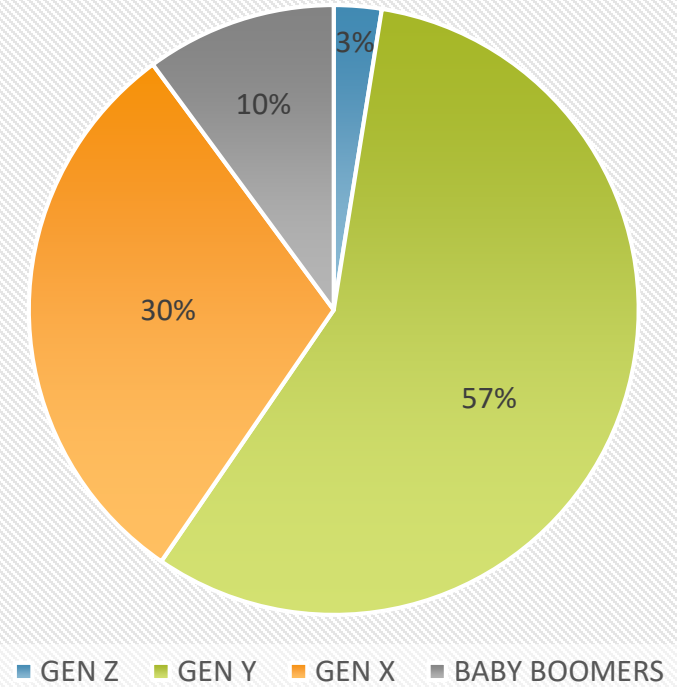
- Tech focused and firmly believe EVERYTHING can be and should be automated
- Just starting to make an appearance in the market place
- We're a little unsure of what they are capable of and how they will fit in with the existing market
- We're quietly optimistic yet a little cautious at the same time
- As employers we need to be ready for the next chapter and leverage off the ideals this new product can bring to the market

Our Changing Market

2014



2018



Attracting the right Talent

- Recruitment Practices
 - Social Media – don't underestimate the power of the smart phone
 - Web Based Recruitment
 - Partnerships – Local Councils and Government, Schools, Community Groups
 - International Recruitment
- Understanding the market enables us to attract the type of talent we need to achieve our organisational goals
 - Sell, Sell, Sell!
 - Selection Criteria – Only select the best, hire for attitude and train for skill
 - Benefiting our Culture – Sustain or Improve
 - High expectations for our employees – must have an affiliation with who we are as an organisation and what we want to achieve

Commitment to Training and Development

“Unless you try to do something beyond what you have already mastered, you will never grow”

– Ronald E. Osborn

- Support
- Tools
- Commitment
- Investment
- Targeted Programs



Growing our Own: Apprenticeship Program

- Recruitment
 - School Partnerships
 - Strict Selection Criteria and Application Process
 - 6 Stage Interview Process
- Training and Development
 - Hutcheon and Pearce and TAFE Partnership
 - State of the Art Training Facilities
 - John Deere and Hutcheon and Pearce Specific Training
- Ongoing Support



Growing our Own: Emerging Leaders Program

- Providing up and coming future leaders with the skills to effectively Manage, Lead and Support high performing teams
 - Business Unit Management Skills
 - Tools for effective leadership
 - Networking Opportunities



Retaining our Talent

- Performance Reviews
 - Development work plans
 - Immediate feedback
- Clear and Defined Career Progression
 - Structure that allows increased opportunity for progression
 - Leadership opportunities
 - Project groups and teams
- Open and clear communication
 - Culture driven by transparency and honesty underpinned by integrity and teamwork

Key Insights and Observations

- It's important that we fully understand and appreciate the expectations and motivators of our employees and how these differ from person to person
- Change is inevitable. No change is easy, however if we always do what we've always done we will never keep up
- I challenge all businesses to invest in the next generation, ensuring we flood the market with highly engaged, driving and skilled employees – the labour market is like any other and driven by supply and demand

Thank you