

Human resources experts  
for small business



**WURTH**HR

**How to solve your biggest people related  
problems and add value to your bottom line**

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# How to solve your biggest people related problems and add value to your bottom line

*“Research shows that 41% of employees at companies who provide little or no professional development leave within 12 months and companies that spend more on training enjoy 86% higher share holder return.”*

As a business owner and manager, I appreciate you don't need any more people problems. When HR and staff related issues come up, I can imagine you just want them to be resolved quickly because you don't have the time or resources to be distracted from your core business.

## So how can I help you?

I've been managing HR and people related issues for businesses for over 25 years. As a business owner myself, I understand what's most important to you and I also appreciate you don't have the luxury of spending valuable time and money worrying about this.

## Why am I so passionate about people and business?

I started my career working for the largest corporate employer in Australia. During my 12 years at Telstra, my most career defining role was as an HR specialist. HR Managers and staff would call me directly to find the answers to any HR and people related queries they had. I became renowned as the expert who had all the HR answers; or knew how to find them. Because of this experience it is fair to say that I've been exposed to almost every HR situation imaginable.

This grounding propelled me to go out on my own and work successfully with small businesses. I've focused mainly on start-up companies where I have been instrumental in setting up HR structures from scratch, including designing and managing programs and systems to assist with staff recruitment and training requirements aimed at maximising staff engagement, productivity and retention.

## What gives my clients a competitive advantage?

I have an obsession for perfecting the art and science of communication between people for maximum business results. I studied ancient Greek and Latin, speak French and Spanish and am simply fanatical about understanding why things should be said and done a certain way. My love for languages could explain my acute ear for listening, my eye for detail, my passion for relentless research and learning and my dedication to perfect execution.

With constant changes in business, people and legislation, I know my clients enjoy peace of mind having me on their team sharing my experience, expertise and resources, so they have one less thing to worry about.

I trust you will also benefit greatly from this level of quality HR support.

**David**



David Wurth



# What problems can we solve for you?

We specialise in reviewing or creating comprehensive and compliant HR frameworks for businesses primed for growth.

We provide expert advice and support in all HR matters and understand business priorities because we are business owners too.

## Employment Contract Reviews

Our strength is in conducting a review of your employment contracts to ensure they are up-to-date, legal and compliant with Modern Awards and The Fair Work Act (2009), in order to avoid potential penalties. If you are looking to recruit new staff and your business has no employment contracts drafted at all, then we can help you achieve this cost effectively.

## Staff Performance Appraisal Process

Our experience suggests the benefits of doing this well are invaluable. You'll be considered a 'fair dinkum' employer by your staff and you'll see immediate benefits in staff engagement, productivity, performance and retention. If your business needs a review of an inconsistent staff appraisal process or if your business does not currently have an appraisal process, we can help you implement a simple and structured approach for employees to get feedback on job performance, professional development and ongoing life-long employability.

## Workplace Policy and Procedures Manual

We are passionate about documenting everything that is important to your business. If your business does not have an HR policy and procedures 'Bible', then you could be missing out on increased staff productivity, not to mention leaving yourself open to potential litigation issues should something go wrong. Let us write your complete HR manual for you, for the ultimate peace of mind for management and employees alike.

## Workplace Health and Safety (WHS) Training

If your business does not currently have a WHS policy documented, or if your WHS policies and procedures have not been updated to reflect the new WHS laws introduced on the 1st January 2012 then we can provide a simple review and ensure your business remains compliant and protected against heavy penalties.

## Workplace Harassment Awareness Training (WHAT)

To ensure issues don't escalate to very unpleasant and costly outcomes that could damage your business' reputation and ability to retain and attract high performing staff, we provide a complete 5-star solution for optimal results and compliance including:

1. Management training
2. Staff training
3. A documented grievance procedure
4. A documented harassment free workplace policy
5. Provision of a contact officer.

## Senior Management Coaching & Training

We can support business owners and managers with a variety of 1:1 coaching and training solutions to help you achieve the culture and results you are looking for in your business, including:

- 1:1 people management training and coaching
- How to conduct a successful interview
- How to manage difficult employees

## Employee Engagement Surveys

For a proven and simple success strategy to achieve an immediate lift in your business, we perform structured 1-on-1 employee interviews. The findings will uncover what is really most important to your staff, how you can get the most out of them and how to hold onto them for longer. The result is accelerated business growth with a fully engaged team focused on a common goal, with a blue-print of how to avoid losing key employees who may be at risk.

## Expert Recruitment Support

Recruitment of new staff can be very costly, especially if you hire the wrong person. We provide a range of support services to ensure you select the best candidates for key roles in your business:

- Management training in candidate selection, screening and interviewing
- Candidate sourcing, including writing and placing job advertisements
- Conducting 1st round interviews and providing short-listed candidates to Managers
- Conducting reference checks

## Staff Retention Programs

The real cost of recruiting a new employee and training them up to the level of the previous employee can be as much as 2.5 times their salary. We support business owners and managers with salary and benefit package reviews, pegged to marketplace, for a proactive approach to key staff retention.

## Performance Management

We support managers to identify problem staff who are under-performing. We design, document, communicate and implement a clear and effective process that either assists in improving the performance of the individual in question, or respectfully and quickly manages the exit of the individual from the business with a minimum of fuss, eliminating the risk of legal and/or industrial reprisal.

## Retrenchment Support

We are experienced in supporting managers in winding down companies compassionately. We help you manage this difficult task by developing and implementing, a respectful staff retrenchment process which protects you against legal and/or industrial action.

# Case studies

**Client: Photonic Technologies** (manufacturers of high performance optical components)

## Challenges:

1. To retain staff post-acquisition (by a multi-national company)
2. To manage the cultural shift from a 'family' style business to a much larger business
3. To grow the company 4-fold within 12 months

**Solution:** Introduction of a change management process focusing on meticulous employee communication and the creation of a robust HR framework in a company that previously had none. Working closely with the original owners the following seven key HR elements were introduced:

1. An induction program for all employees
2. Revision of salary packages and benefits
3. A performance appraisal process
4. A career development training program
5. An education assistance program
6. An 'on the job' training program
7. A 'train the trainer' program

To manage the massive recruitment drive and training requirements for new staff, a rigorous 6-step process was initiated:

1. Targeted recruitment – based on specific transferable skills
2. 1st interview – organised with an external recruitment agency
3. 2nd interview – with HR
4. Half day technical skills assessment – group based training/selection
5. Final interview – with the reporting Manager
6. On-the-job training program – 15 modules over 6 months

**Result:** 100% retention of the existing 60 staff and company growth of 467% from 60 to 280 people within 12 months.

**Client: A Global Operation** – UK based with an Australian Office (IT Software Vendor)

## Challenges:

1. No HR support for the local Australian office
2. Staff turn-over was 100% year on year
3. Suspected incidents of bullying and harassment and risk of litigation
4. Non-existent management communication

**Solution:** Introduction of an HR framework with training programs including:

- An HR policy and procedures manual
- A WHS policy
- Workplace harassment awareness training; policy and grievance procedures
- Day-to-day processes outlined eg. for processing annual leave and personal/carer's leave
- Superannuation and workers' compensation processes established
- An induction checklist for new staff
- Management training and coaching for staff communications and recruitment

**Result:** A 50% reduction in staff turn-over. Recruitment and induction of new employees became much more efficient and effective and the local office manager is now able to drive all HR processes and procedures.

**Client: Knowledge Partners** (Electronic Content Management specialists)

## Challenges:

1. To address a growing divide between management and staff due to company growth, with Head Office in Sydney and offices in Brisbane and Melbourne
2. To address staff concerns about a lack of basic review processes common elsewhere

**Solution:** Introduction of an employee engagement survey to allow staff to speak openly, honestly and confidentially to me 1-on-1, as an external 3rd party to express their thoughts. Some of the key insights management obtained from these interviews included:

- Staff concerns with management performance including 'turning a blind eye on managing poor performers' & 'failing to be proactive in dealing with employee issues as they arose'
- Evidence of key staff being head-hunted by competitors
- Concern over a lack of a company benefits structure, threatening staff retention

**Result:** An employee assistance program has been launched along with the introduction of a structured 6 monthly staff performance appraisal process and annual salary review, to reward good performers and deal with poor performers. The staff engagement survey is now part of the Workplace Calendar (annually) to show ongoing commitment to staff that their thoughts and ideas are important to management and the future of this company.



## What our clients say

“Our organisation had grown to a size where we started to see ‘gaps’ in our HR framework because we did not have a single person with overall HR responsibility.

Some of the issues we were experiencing before getting Wurth HR to support us included:

- Uncertainty as to the impact the Fair Work Act would have on our current HR policies and procedures
- An incomplete and inconsistent employee review system which limited employee commitment and
- A lack of a confidential mechanism to enable management to recognise strengths and weaknesses in relation to management of staff, threatening employee engagement and retention

David from Wurth HR specifically focuses on the HR needs of SMEs and was able to clearly and quickly identify these issues for us, enabling Knowledge Partners to close these gaps and allow us the luxury of being able to focus on our core business. [His depth of knowledge and industry experience was reassuring and his ability to apply it specifically to an SME like Knowledge Partners has delivered the exact results we were looking for with great feedback from staff](#) wondering why it took us so long to implement these simple improvements. Thanks for your ongoing support David – this is one less thing we have to think about as Business Owners. “

**Carl Lindemann (Owner - Knowledge Partners)**

“Unlike many consultants, [David has fine judgement and considerable common sense \(something which is often not common\). He is an excellent interviewer, analyst and writer plus very easy to work with.](#) I and others at UMR Research recommend him without reservation.”

**Bruce Dier (General Manager – UMR Research Australia)**

“From the first time I met Dave I found him to be an excellent HR professional, a real “people person” who brought a wealth of experience into a fast growing and highly competitive environment. [He implemented strategies to hire and retain employees and keep the attrition rate below 3%.](#) He was well liked and respected across all levels of the organisation. I have continued to work with Dave because he is a highly intelligent and focused individual and I have no hesitation in recommending him to any company. “

**Michael Litherland (Director – Panasonic Australia)**

“My first interaction with David was in 1998 where we were the respective Australian HR managers tasked with ensuring a seamless integration of our company’s diversely different cultures into one company. During this integration project I found David to be self assured, competent, focused and knowledgeable in all relevant HR matters. He is a great team player who exhibited exceptional communications skills.

Over the years I have continued to work closely with David across a number of projects within a number of different companies. He has continued to demonstrate strong competences within his HR and training spheres of expertise, developing a robust and successful consulting business. [Based on my 13 years of interaction with David I would have no hesitation to recommend David to any prospective client.](#) “

**Martyn Walker (HR Director - Memjet)**

For expert advice or support for your HR or people related issues simply call 1300 900 741 or email [david@wurthhr.com.au](mailto:david@wurthhr.com.au)

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