

Whitepaper



Workplace Relationship
Development Indicator

Expectations Management: Strengthening Recruitment Practices and Enhancing Retention

By Colin Beames (MBA, BA, BEng, MAPS)

Corporate Psychologist

Principal, WRDI Institute Pty. Ltd.

Released June 2003



Retention starts at the recruitment stage: long before an employee's first day on the job.

Introduction

Retention is increasingly becoming a key issue for many organisations. Retention starts at the recruitment stage: long before an employee's first day on the job. In the contemporary recruitment market, there is an increased emphasis on “fit”, or more specifically, matching applicants to both jobs and prospective employer organisations. Jobs and work environments are unique, as are people.

Selecting the “right” people for the “right” job is crucial to retention, particularly with the shrinking availability of skilled talent. Thereafter, the initial few months of employment is a critical period – new recruits are the highest “at risk” group in terms of turnover. The management of applicants’ expectations (pre- employment), and new employees’ expectations (post recruitment) is critical to retention.

From another perspective, clients (job owners) are becoming much more discerning about new placements and perceived value for services. Some external recruiters are seeking to reinvent themselves and deliver “value adds” beyond the first day the employee starts in their new job. This is particularly so in the case of tenders and for preferred status or panel members, where recruitment firms are seeking to differentiate themselves from the pack! For inhouse recruiters, their concerns are perhaps more oriented to a “risk management” approach. Strengthening the structure and rigour of their recruitment, induction and probationary review practices and processes, is a high priority for them.

Furthermore, the advent of the internet has revolutionised traditional recruitment approaches, which have previously been both labour intensive and time consuming, and therefore expensive. On-line job questionnaires and assessments now abound which facilitate the delivery of products and services which previously would have been both inefficient and uneconomic.

This white paper explores the issues of expectations management and retention, and introduces two new online tools that facilitate the management of pre and post recruitment expectations and assessment of new recruit adaptation.

Contents of This White Paper

	page
Introduction	2
Part 1	
Expectations Management at the Pre-employment Stage	3
The Work Expectations Match (WEM™)	5
Part 2	
Expectations Management at the Post Recruitment Stage	8
The WRDI™ and the Psychological Contract	11
Appendix	
More About Employment Propositions or “Deals”	15



It is important to have clearly defined expectations, as unspoken expectations may often be unmet, giving rise to discontent.

Part I: Expectations Management at the Pre-employment Stage

Matching Applicants to Jobs and Work Settings

A number of writers and researchers have stressed the importance of work related values. What an individual considers to be important in their job and work setting has generally been agreed to be influential in their job choice and motivation. As indicated above, jobs differ in terms of their characteristics, as do work environments. Individuals also vary as to what motivates them, and what they perceive to be important according to their values. For example, some people are motivated more by tangibles such as money, whereas others may be motivated more by intangibles such as job challenge. Of course many people are motivated by both!

Expectations, based on an applicant's work related values (i.e., what is important to them), may be quite discrepant from what is being offered in key aspects of the job and work setting. Furthermore, it is important to have clearly defined expectations, as unspoken expectations may often be unmet, giving rise to discontent. The matching of applicants to the job and environment (i.e., placing them in job and work settings that they prefer), enhances alignment or "fit". The implications of closer "fit", for those who are subsequently employed, are improved employee:

- well being;
- commitment;
- performance; and
- retention.

Managing Applicants' Expectations: Realistic Job Previews (RJPs)

The managing of applicants' expectations to the job and work setting, at the application or short listing / interview stage (and thereafter during the initial stages of employment), is crucial to sound selection and recruitment decisions, and new recruit adaptation and retention.

A Realistic Job Preview (RJP) serves as a basis for recruiters and employers to strengthen their recruitment practices by:

- developing objective employment propositions;
- negotiating contentious issues with the applicant (i.e., where an expectations gap exists);
- managing applicants' expectations; and
- making more informed selection decisions based on "fit".



A RJP also provides vital information to applicants, enabling them to:

- make more informed decisions (including whether to proceed with their application);
- negotiate contentious issues with the recruiter / employer (i.e., where an expectations gap exists); and
- develop more accurate expectations and greater role clarity.

Unmet expectations are likely to:

- cause employee frustration;
- impact adversely on an employee's level of job satisfaction and affective commitment (emotional attachment) to the organisation;
- impact adversely on the employee's quality of work life; and
- either contribute to diminished performance and / or an early exit (i.e., increased turnover).

Conversely, some expectations which are over delivered:

- may result in an unnecessary waste of organisational resources;
- may not necessarily result in additional motivation of the employee.

Realistic Job Previews (RJPs): A Fundamental Component of the Recruitment Process

A comprehensive job description, combined with a Realistic Job Preview, are fundamental components of the recruitment process.

A comprehensive job description, combined with a Realistic Job Preview (RJP), are fundamental components of the recruitment process.

Of course beyond RJPs, a variety of assessment tools (none of which typically measure expectations), and selection procedures can play their part, including:

- the tracking and analysing of applicant source data and acceptance rates;
- an identification and assessment of the skills and competencies required for success (includes technical as well as "soft skills");
- use of psychometric testing to assess applicants' intellectual aptitudes, interests and personality characteristics; and
- interviews and reference checking.

Note: The WRDI Institute has developed an on-line behaviourally based reference check called the WEM™ RefCheck.

What the Research Says About Realistic Job Previews (RJPs)

Research has verified that person environment congruence has been associated with better outcomes in a variety of contexts.



A review of 11 field studies of over 4500 participants in a variety of organisations (military, service, educational, and manufacturing), has confirmed that recruiters / employers not using RJP's, will have in excess of a 25% higher turnover on average.

(Reilly, Brown, Blood, & Malatesta, 1981)

Meta analysis research has confirmed that RJP's tend to lower initial job expectations, while increasing self-selection, organisational commitment, job satisfaction, performance, and job survival.

(Premack & Wanous, 1985)

Higher commitment at entry, which can be fostered by matching initial expectations, helps to set the stage for higher productivity and reduced turnover.

(Lee, Ashford, Walsh & Mowday, 1992)

In other studies, unmet expectations have been associated with a lowering of job satisfaction and increased turnover.

RJPs are critical, at the recruitment stage, in avoiding the subsequent "reality shock" of new recruits' unrealistic expectations and associated dissatisfaction about the job and / or the organisation. Costly turnover is most likely to occur among new recruits who are unable to resolve the differences between their initial expectations and reality.

The Work Expectations Match (WEM™)

The WEM™ – An Online RJP

The WRDI Institute Pty. Ltd., has developed an online RJP tool called the Work Expectations Match (WEM™). The WEM™ is an expectations management questionnaire, that matches applicants to key aspects of the job and work setting. The WEM™ is a derivative of the WRDI™ (see Appendix), based on a model of the psychological contract, and its measures are vital to applicant selection, retention and performance.

Note:

1. The WEM™ is a questionnaire or qualitative instrument with simple reporting output – it is not a psychometric instrument., unlike the WRDI™ (see later).
2. The WEM is available on an unrestricted basis subject to the successful completion of a short quiz.



The WEM™ Addresses a Fundamental Disconnect

In our research and experience, it has become clear that two fundamental deficiencies in the selection and recruitment process are that:

- *many employers are often unclear about what it is that they are offering in the job and work setting, and how this links to their business strategy; and*
- *many applicants are unaware of key aspects of the job and work setting, during the job application and selection process, up until the time they commence employment.*

The WEM™ addresses this fundamental disconnect, providing a win – win outcome for all parties.

(WRDI Institute Pty. Ltd., 2002)

What the WEM™ Provides

The WEM™ provides a basis:

- i) for employers and recruiters to develop more strategic and objective employment propositions or “deals” (including both the tangibles and intangibles comprising that employment proposition or “deal”);
- ii) for matching and managing applicants’ expectations in:
 - a. pre employment assessment; and
 - b. Realistic Job Previews;
- iii) for educating applicants, providing the key for them to develop a more complete picture about themselves and the job, and making job search and career decisions accordingly.

Note: The concept of the “deal” is explored in further detail in the Appendix.

Negotiation and renegotiation may be particularly important in developing a match between what employers both want and offer.

(Herriot & Pemberton, 1996)

At What Stage of the Recruitment Process is the WEM™ Typically Used?

The WEM™ is typically used at short listing stage, but it also has application earlier on in the recruitment process to inform applicants about the role. After completing the 15 items comprising the WEM™ questionnaire, applicants are able to immediately download their WEM™ Report. This Report not only provides key information about the role (including a match profile), but also career advice relating to the applicant’s expectations profile. In such circumstances, applicants are more



likely to stay “engaged” in the recruitment process. Thus, the WEM™ offers the opportunity for recruiters and employers to establish a deeper relationship earlier on in the recruitment process.

How Does the WEM™ Enhance Recruitment Efficiency?

Following the applicants completion of the WEM™, the Recruiter is also able to access a recruiters’ version of the WEM™ Report. This Report also includes the match profile, and interpretation concerning potential mismatches of expectations. Thus this Report serves as an interview guide, to which recruiters are then able to add comments, and ultimately forward onto job owners.

Fundamentally, if the applicant “fit” to key aspects of the job and work setting is not right, then most likely both parties (i.e., recruiter and applicant), are wasting their time and energy pursuing each other.

(WRDI Institute Pty. Ltd., 2002)

Whilst we use other tools, the WEM™ is the only online tool that we know of that addresses the issue of expectations management. It allows us to have much more effective interviews because we can get down to the nitty gritty within a few seconds by simply looking at the match profile.

(Jill Noble, Icon Recruitment)

What Does the WEM™ Measure?

The WEM™ measures the importance (to both the applicant and the employer), of key aspects of a job and work setting. These key aspects, referred to as work values, comprise 5 dimensions extending over a total of 15 items.

The WEM™ items comprise a mix of **tangibles** and **intangibles**, and address both:

- organisational or work setting expectations (e.g., safety / security, support, etc.), which may be common across work units; and
- job expectations (e.g., job challenge, decision making power and responsibility, etc.).

The five (5) dimensions comprising the WEM™ are as follows:

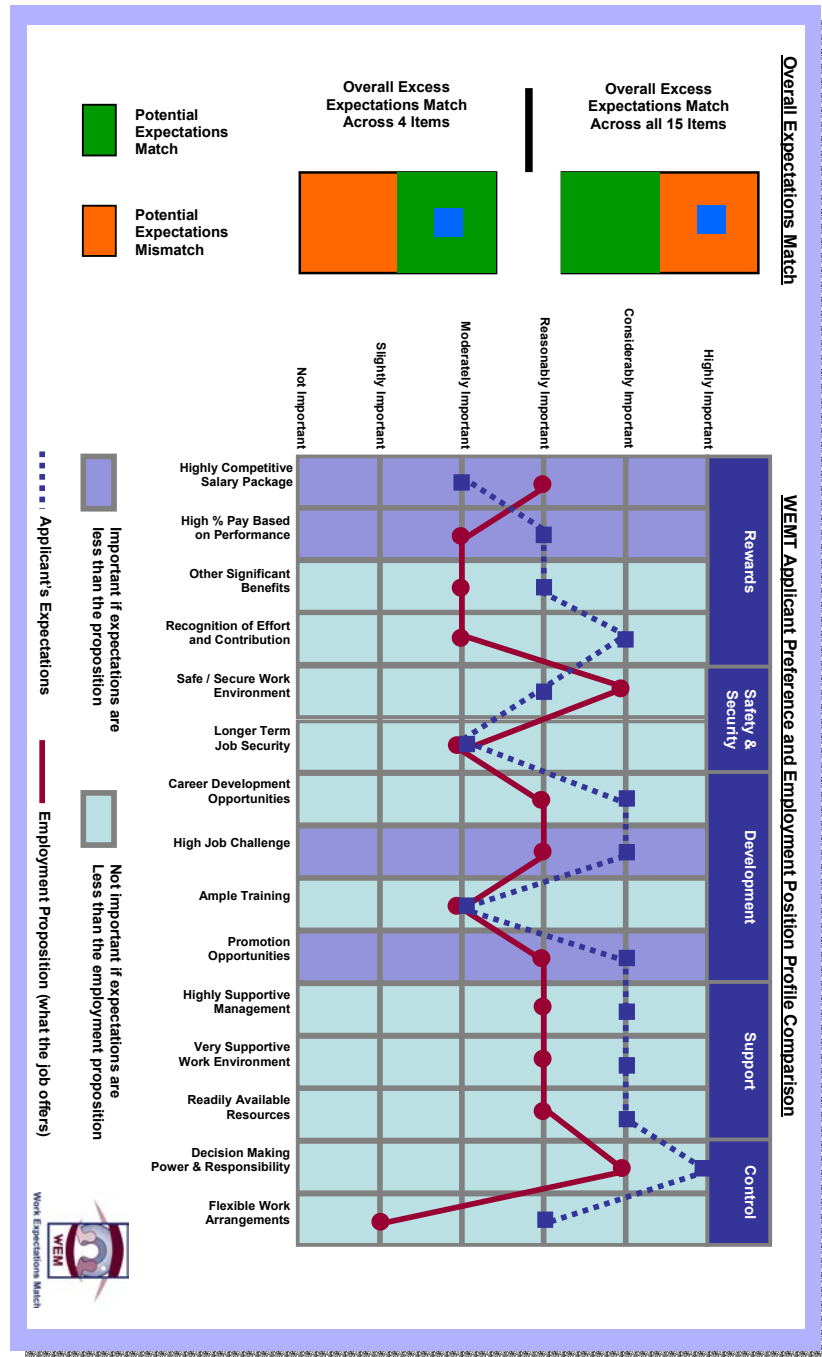
1. Rewards: the importance of money motivation and other intangible rewards;
2. Safety / Security: the importance of working in a safe environment and having job security;
3. Development: the importance of career development opportunities;



4. Support: the importance of working in a supportive environment;

5. Control: the importance of having control over the job.

One of the key outputs of the WEM is a match profile which compares the applicants expectations with what is being offered by the job. Refer sample WEM™ match profile for details of the 15 items.





The initial 3 months period of employee orientation and socialisation in particular, is most critical....

Part 2: Expectations Management at the Post- recruitment Stage

New Recruits: The Highest “At Risk” Group

Selection and recruitment services should not stop at the point of commencement of employment. New recruits are the highest "at risk" group in terms of retention and turnover. Their turnover in the first 12 month of employment is typically around 20 - 25% compared with the national average of 14 – 15%. The initial 3 months period of employee orientation and socialisation in particular, is most critical insofar as the delivery or otherwise of employer / employee expectations, and the emergence and identification of contentious issues. The management of new recruit's expectations should not stop at the time of their engagement.

The direct and indirect costs of replacing new recruits who resign prematurely is a "no win" result for all concerned. For the recruiter, there are issues concerning minimum guarantee periods, and loss of reputation. For the employer, there is the wasted time and effort (not to mention the associated costs), spent in inducting and training the new recruit, plus the additional work load on other employees until a replacement is found and trained.

New Recruit Adaptation: 3 Critical Measures

There are two (2) critical measures relative to the assessment of new recruit adaptation:

- satisfaction in the job; and
- level of engagement (or affective commitment / emotional attachment), with the organisation.

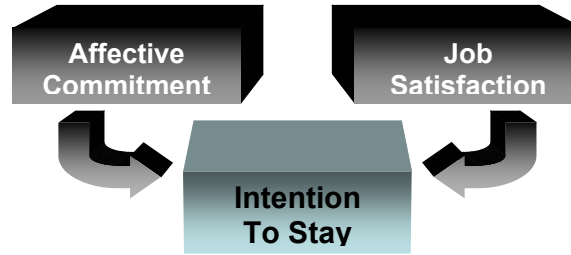
Job satisfaction may also be viewed as an indication of person – job “fit”, and affective commitment may also be viewed as an indication of person – organisational “fit”.

These two measures provide answers to the two vital questions:

- *Is this individual happy / satisfied in their job?*
- *Is this individual happy / engaged in working for the organisation?*

For example, it may be the case that the individual indicates a higher level of engagement, but lower levels of job satisfaction. It may be the case that:

- their psychological contract is “unhealthy” (refer later); or
- they are in the wrong job (in which case there may be opportunities for redeployment to something more suitable in the future); or
- their job requires some redesign.



3 Critical New Recruit Adaptation Measures

However, beyond the above two questions, lies a third question:

- *Is this individual intending to stay with the organisation?*

The answer to this third question has obvious implications for the individual, the organisation, and the recruiter.

Note:

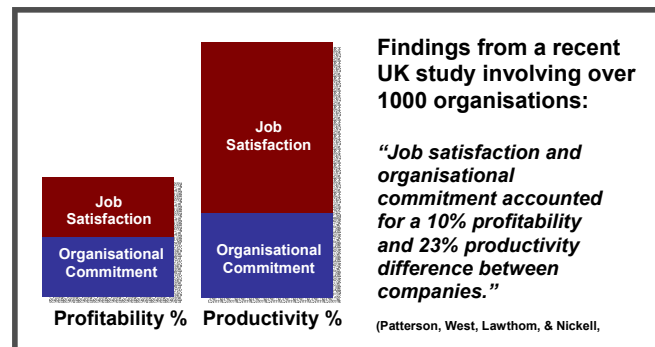
Job satisfaction and affective commitment are the two major predictors of intention to stay, which in turn, is the major predictor of retention.

Research Findings

From an organisational perspective, research has shown that higher levels of job satisfaction and engagement / affective commitment, are linked to:

- higher retention;
- less stress;
- higher levels of performance; and
- higher levels of customer satisfaction.

The findings from a large UK study confirm a direct link between job satisfaction and organisational commitment (i.e., affective commitment or engagement), to the bottom line.



Note: In this study, organisational commitment is equivalent to affective commitment.



Hence there is a benefit for both the organisation and the employee in achieving higher levels of workforce alignment (i.e., higher levels of job satisfaction and affective commitment).

The WRDI™ and the Psychological Contract

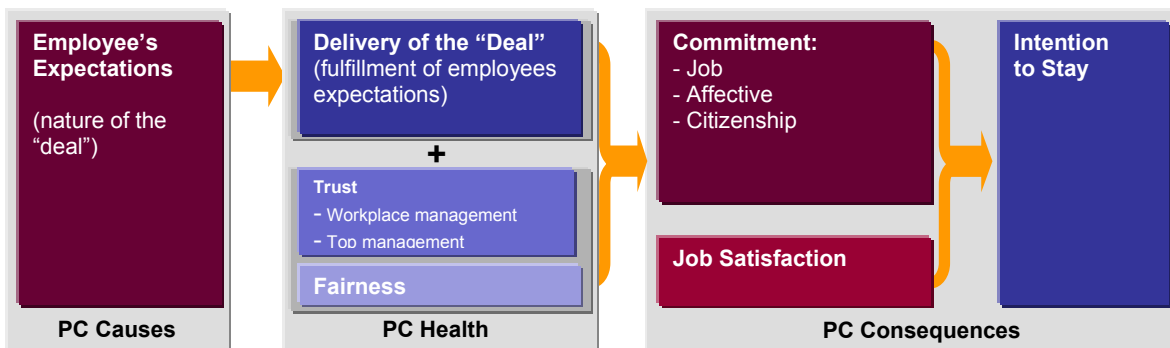
Survey results from a recent major U.K. study have confirmed that the psychological contract is a key explanatory variable in contemporary employment relations with the state of the psychological contract influencing behavioural outcomes such as motivation at work, organisational citizenship behaviour and intention to leave the organisation.

(Guest & Conway, 1997)

Measuring the Psychological Contract: The WRDI™

A recent innovation in the HR metrics area is the development of a diagnostic survey tool, the **Workplace Relationship Development Indicator (WRDI™)**. The WRDI™ is based on a research validated model of the psychological contract, and incorporates rigorous psychometric properties.

The WRDI™ Model of the Psychological Contract (PC): Causes, “Health” and Consequences



More specifically, the WRDI™ measures:

- the nature of the “deal” or the strength of employees' expectations across those items comprising the psychological contract (i.e., generates psychological contract profiles);
- the "health" of the psychological contract (includes the extent to which employees' expectations have been fulfilled or delivery of the “deal”, plus measures of trust and fairness); and



*What gets measured
gets managed!*

-
- the consequences of the psychological contract (includes employees' levels of job satisfaction, affective commitment, and their intention to stay with the organisation).

The WRDI™: A Systemic and Analytical Approach To Addressing “Fit” and Retention Risk

What gets measured, gets managed! The WRDI™ has diagnostic capability (i.e., links cause and effect), in the three (3) key areas of:

- affective commitment;
- job satisfaction; and
- intention to stay with the organisation.

The WRDI™ diagnostic data:

- sweeps aside the mystery surrounding the commitment, satisfaction and retention of employees;
- "pin point" areas of relationship distress or misalignment;
- offers targeted interventions which can then be implemented with predictable outcomes.

Put simply, a psychological contract where there is alignment between the expectations of employers and employees, and where high levels of trust and fairness exist, is likely to result in higher levels of job satisfaction and affective commitment, and hence intention to stay with the organisation.

The WRDI™ and the Post Recruitment Assessment (PRA) Report

The WRDI™ has application in assessing new employee adaptation to both the job and the organisation, as well as retention risk. A particular version of this online diagnostic tool, is the Post Recruitment Assessment (PRA) Report (which is generated immediately following completion of a 90 item questionnaire). Amongst other things, the PRA Report:

- identifies areas of concern (e.g., unmet or unrealistic expectations);
- acts as a powerful catalyst in generating “healthy dialogue” between the two parties on matters of concern;
- includes targeted interventions for both the new recruit and their manager to address any perceived deficits;
- provides vital, objective information on the effectiveness of recruitment and orientation practices (i.e., provides a basis for benchmarking recruitment practices); and
- endorses or validates the initial new recruit selection.



If anything, there is a greater potential for things to go wrong with people compared to equipment.

The Equivalent 1500 km After Sales Service on Your New Motor Vehicle Purchase

The PRA Report is akin to the initial 1,500 km after sales service on your new motor vehicle purchase. In the case of new recruit, a significant investment has been made in the acquisition of a new asset. For example, the direct acquisition costs of a professional or senior manager could lie between \$ 15 – 30,000, not to mention the indirect costs. If anything, there is a greater potential for things to go wrong with people compared to equipment.

So it makes good sense to validate this initial investment decision, and ensure that it was achieving the purpose intended. The PRA Report not only provides such a “safety net” assessment, but it also serves as basis for a formal 3 monthly review. Many firms pay “lip service” to the 3 month probationary review, largely because there is no objective basis upon which to conduct this review.

The WRDI Institute’s work to date across a number of “blue chip” organisations, indicates that around 40% of the workforce is either disengaged with their organisation, dissatisfied in their jobs, and/or at risk of leaving their organisation. Managing new recruits and building their commitment during the initial stages of their employment (even beyond the initial 3 months up to 12 months or more), is critical to their adaptation and retention. The PRA Report provides an opportunity for recruiters and employers to strengthen their recruitment, selection and induction practices, and enhance retention.

A Post Recruitment Assessment (PRA) Case Study: Stephan

Stephan had recently been appointed to a Business Development manager’s role with a medium size recruitment company. He had just previously retrenched from a similar role with a larger and more prominent recruitment company.

His Post Recruitment Assessment (PRA) Report indicated some significant issues around management trust, organisational engagement (affective commitment), and job satisfaction with his new employer. During the PRA Report debriefing session between Stephan and the WRDI™ Consultant, it emerged that these perceived deficits related to unresolved issues associated with the nature of his departure from his previous employer.

Following discussions with Stephan, the WRDI™ Consultant and management, it was agreed that the WRDI™ Consultant would assist Stephan in working through his unresolved past employment issues.

As a consequence of this work with the WRDI™ Consultant, it was agreed that Stephan:

- had “jumped back” into employment prematurely following his previous retrenchment; and
- needed to take some “time out” to explore what he really wanted to do next in his career.



Stephan subsequently decided to seek employment back in a senior HR Management role within a medium to larger size organisation. This is where he had previously been employed prior to his foray into a BDM role in the recruitment industry.

Note:

1. *The WRDI™ has a number of reporting outputs and applications including:*
 - *for groups, the Audit of Workforce Alignment (AWA) Report and Organisational Development Report;*
 - *for individuals, the Relationship and Career Development (RCD) Report for career management / development applications.*
2. *The WRDI Institute has also developed a number of programs based around WRDI™ reporting outputs including the:*
 - *Talent Retention Program;*
 - *Workforce Alignment and (Career) Development Program.*
3. *The WRDI has been used across a number of “blue chip” organisations to assess key talent retention risk, people management practices, and for career development purposes.*
4. *The WRDI™ is available through licensing and accreditation. Alternatively the WRDI Institute and its Licensees provide a Post Recruitment Assessment service to recruiters.*
5. *Refer WRDI web site for a sample PRA Report and associated profiles..*



Appendix: More about Employment Propositions or “Deals”

The WEM™ Employment Proposition or “Deal”

The first step in using the WEM™ is for the employer together with the recruiter, to determine what is being offered to prospective applicants in terms of key aspects of the job and work setting. This offer is termed the “employment proposition” or the “deal”.

As indicated earlier, the “deal” includes a mix of tangibles and intangibles across the 15 WEM™ items.

Developing the Employment Proposition or the “Deal”

The “deal” is preferably developed and specified as a result of strategic input (i.e., to ascertain and confirm how the employment proposition links to the business strategy). What employers are prepared to offer employees, will vary according to the business strategy of the organisation, taking into account the:

- history and positioning of the business (e.g., start up businesses may offer lower job security and resources, but higher job challenge and % of pay based on performance);
- stability of the external environment (e.g., businesses operating in more stable environments may offer longer term job security);
- nature of customer service and relationships (e.g., businesses involved in “one off” customer transactions are more likely to offer high % of pay based on performance);
- value and knowledge contributed by the position (e.g., senior management and key specialists roles are likely to offer higher levels of rewards and career development opportunities); and
- the emerging needs of employees in the contemporary workplace (e.g., sufficient decision making power and authority, some flexibility in work practices).

The WEM™ employment proposition profile underpins a strategic approach to selection and recruitment. It serves as a basis for employers and recruiters to:

- develop a framework of understanding as to what typically comprises the employment proposition or “deal”;
- specify the likely provision of key aspects of the job and work setting;
- develop more accurate and realistic applicants’ expectations about the job and work environment; and
- strengthen their recruitment and selection practices by enhancing the “fit” between the successful applicant and the job.



The “Deal” and the Psychological Contract

The ability to compete effectively may depend on creating psychological contracts consistent with the expectations of customers, and the flexibility demanded by technological changes and the market place.

(Rousseau, 1995)

As indicated earlier, the WEM™ employment proposition or “deal” is based around the concept of the psychological contract. The psychological contract constitutes the essence of the relationship between employer and employee.

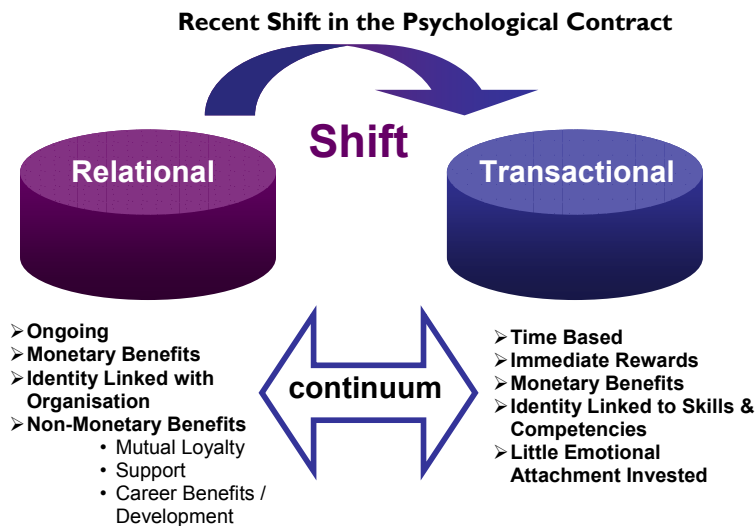
Relationships are fundamental. Be in the personal domain or in the workplace, the nature and quality of relationships impacts on the satisfaction and the commitment (including emotional attachment / identification, and intention to stay in the relationship), of the parties concerned.

The psychological contract represents *the stated and implied set of expectations, obligations, and understandings, operating between workers (a wider term than employees), and their employer.*

The psychological contract is not a legal document, but it is nevertheless “real” in the minds of employees and employers. It is a broader concept than an employment agreement or contract, and includes both what has been *written, said, and observed*. It comprises both **tangibles** (e.g., pay) and **intangibles** (e.g., support, training, advancement). **The psychological contract is a powerful determinant of employee’ behaviour.**

Psychological contracts vary within a continuum from “relational” to “transactional”. They must link to the business strategy, and will vary across workforce segments.

Psychological contracts vary within a continuum from “relational” to “transactional” with a shift having occurred towards the latter in recent times.





Relational Psychological Contracts

Relational contracts are more open ended, longer term arrangements, with a wider range of obligations on the part of both the organisation and its employees. The exchange between employer and employee involves monetary and non monetary benefits (e.g., mutual loyalty, support, training, career development, etc.). Under such arrangements, employers expect greater flexibility and loyalty from employees, including a commitment to the community and purpose of the organisation. Employees also come to identify with the organisation through promotion, mentoring, and socialisation. There is a higher degree of mutual interdependence and barriers to exit.

Note:

The “deal” for relational psychological contracts will typically include longer term job security, provision of training and development, management support, etc.

Transactional Psychological Contracts

Transactional contracts are oriented towards economic and performance based considerations, with finite time frames and clearly defined work roles and responsibilities. An individual's identity is said to be derived from their skills and competencies, rather than being closely tied with the organisation. As such, they are likely to display lower levels of citizenship behaviour, and lower levels of collaboration and teamwork. Under transactional contracts, employers are freer to "hire and fire".

Transactional contract employees could include the following:

- careerists - those who make their career in an industry but not with a particular organisation (e.g., lawyers, stockbrokers);
- long term outsiders - includes casuals (e.g., nurses, cleaners);
- short term outsiders - temporaries including higher skilled (e.g., key specialists) and lower skilled employees (e.g., fruit pickers);
- network or guest employees - may work in several organisations.

However, whilst the above types of transactional contracts provide for flexibility and minimum training, they do not solve critical organisational problems with such practices, foregoing opportunities down the road based on the learning and development of distinctive strategic competencies.

Note:

The “deal” for transactional psychological contracts will typically include shorter term job security, pay based on performance, lower opportunities for career growth.

Hybrid Psychological Contracts

Many organisations are opting for a hybrid contract, which incorporates a blending of elements of both of (i) and (ii) above. The hybrid contract incorporates shared values and commitments, as well as specified results and time frames.



“Deals” Vary for Different Workforce Segments

Organisations that desire to become "employers of choice" must devise strategies and innovative programs which will satisfy a spectrum of both work and personal needs, including tangible and intangible rewards. They need to develop a competitive advantage in recruiting and retaining staff. They need to develop positive psychological contracts with their employees.

(Anderson & Pulich, 2000)

A best practice approach to retention is to segment the workforce in much the same way as a marketer segments their customers. One size does not fit all! The choice of segments is highly strategic. Different segments of the workforce require dramatically different psychological contracts or “deals” (i.e., different mixes of tangibles and intangibles). For example:

- senior managers require job challenge and the stimulation of career development opportunities;
- salespeople require recognition;
- professional specialists value the opportunity to develop technical skills, autonomy in decision making, adequate resources, and supportive management; and
- general and front line workers value a supportive work environment (i.e., being part of a team).

Getting the “Deal” Right

Getting the “deal” right is therefore critical to the effectiveness of the WEM™. Often job owners replace personnel without first taking a “helicopter view”. The replacement of a person in an existing role provides the catalyst for a more fundamental consideration of that role and associated employment proposition or “deal”. This consideration needs to take into account:

- strategic and business considerations; and
- the above workforce segmentation approach.

Acknowledgements

The author, Colin Beames, wishes to acknowledge David Guest and Denise Rousseau, some of whose ideas have been drawn upon in the preparation of this white paper.



Contact

WRDI Institute Pty. Ltd.

Headquarters:
Suite 502
89 High Street,
Kew,
Melbourne, Australia

Postal Address:
PO Box 389
Kew East,
Melbourne VIC, 3102,
Australia

Tel: + 61 3 9854 6166
Fax: + 61 3 9854 6168

Email: info@wrdi-institute.com
Web: www.wrdi-institute.com

The WRDI Institute is one of the world's leading authorities on human capital, workforce alignment and retention. The WRDI Institute provides HR measurement and solutions in the following areas:

- Human Capital Assessment;
- Retention (including key talent retention risk assessment);
- Talent Management;
- Career Development;
- Organisational Development, including Workforce Alignment and Performance Enhancement;
- Industrial / Employee Relations (EBAs); and
- Post Recruitment Assessment.

The WRDI Institute has developed a suite of white papers on the following contemporary workplace themes:

- Creating "New Deal" Employment Relationships;
- Managing Your Human Capital: The Ultimate Determinant of Organisational Performance?
- Improving the Bottom Line: A Diagnostic Approach to Enhancing Workforce Alignment Through Career Development;
- About Turnover and Retention;
- Retention Intervention: A Strategic Approach;
- The Psychology of Mergers / Acquisitions;
- Employer of Choice: Putting Substance to the Rhetoric!
- The Balanced Scorecard and the WRDI™;
- Managing Expectations: Strengthening Recruitment Practices and Enhancing Retention.

Copyright © 2003 WRDI Institute Pty. Ltd.