



## **Managers and Professionals Division**

**– a Division of the Association of Professional  
Engineers, Scientists and Managers, Australia**



# **Attraction and retention of managers**



**Managers &  
Professionals  
DIVISION**

*Professionals together*

Managers and Professionals Division of APESMA – July 2010

## Attracting and retaining managers

*“A work environment or culture should reward employees whose performance and accomplishments align with organisational objectives. Rewards may include not only remuneration but other benefits which make up a balanced and appropriate package for particular employees or groups of employees.”*

*“Generally high employee turnover is considered to be a negative feature of an organisation and most organisations seek to retain staff by rewarding them for staying with the organisation. Training and development, and flexible work practices are two of the most effective ways to help attract and retain staff.”*

**What is APESMA?** The Association of Professional Engineers, Scientists and Managers, Australia (APESMA) is an organisation registered under the *Fair Work Act 2009* representing over 25,000 Professional Engineers, Professional Scientists, Veterinarians, Professional Surveyors, Architects, Pharmacists, Information Technology Professionals, Managers and Transport Industry Professionals throughout Australia. APESMA is the only industrial association representing exclusively the industrial and professional interests of these groups.

**What is the MPD?** APESMA represents several thousand managers and professionals working across industry through its Managers and Professionals' Division (MPD).

---

This document summaries the MPD's approach to practices which will assist with the attraction and retention of experienced and highly-skilled managers within their organisations.

## Attracting and retaining managers

A work environment or culture should reward employees whose performance and accomplishments align with organisational objectives. Rewards may include not only remuneration but other benefits which make up a balanced and appropriate package for particular employees or groups of employees.

### Retention and turnover

Generally high employee turnover is considered to be a negative feature of an organisation and most organisations seek to retain staff by rewarding them for staying with the organisation.

Training and development, and flexible work practices are two of the most effective ways to help attract and retain staff. The MPD's approach to these specific areas is set out in our position papers on professional development and work/life balance respectively.

### Remuneration and benefits

Remuneration and benefit packages must be regularly updated so the organisation remains competitive in the external labour market. Unless an organisation's prevailing salary structure is competitive, it will be difficult to attract and retain quality managers as part of the workforce. Companies that successfully attract and retain key employees offer a well-balanced remuneration package.

The right kind of remuneration package can provide strong motivation to an employee. Such a package may not be comprised solely of a good salary, but include such features as flexible working hours, professional training courses (including post-graduate certificates, diplomas and degrees), and opportunities for overseas travel. Other benefits that motivate staff might be interesting and challenging jobs, and good working conditions—including first rate resources to do the job.<sup>1</sup>

The Managers and Professionals Division provides this list of general work practices as a resource upon which business and industry can draw to ensure the attraction and retention of managers.

### General strategies to attract, develop and retain staff

- Provide challenging work to facilitate job satisfaction
- Provide genuine opportunities and support for career advancement
- Provide appropriate rewards - salaries and other incentives
- Provide access to professional development opportunities to support career advancement
- Support/sponsor post-graduate education particularly in areas of shortage such as project management
- Provide internal training to meet specific needs of managers
- Assist with fees and expenses associated with structured training with registered training organisations
- Provide paid time off from work for travel, study, exams, residential programs and other features of external education
- Pay subscriptions and membership fees paid for professional publications and associations
- Provide mentoring from within the organisation to guide and support managers' development
- Cover travel and attendance costs at conferences, seminars, conventions, symposiums and other professional gatherings, where employees may be delegates or speakers/presenters or both;
- Maintain in-house professional libraries; and
- Where appropriate, provide job rotation and opportunities to transfer internally.

This material is drawn from the APESMA Chifley Business School's Introduction to Management course notes and is reproduced here with their kind permission.

---

<sup>1</sup> 2010 APESMA Chifley Business School Introduction to Management course notes, Topic 10