



# Assetlink

Observations from a People Centric Company  
AMMA People Summit  
Perth May 2014

# Who are we?



- Then
- Family business
- 20 years young
- Commenced as retail cleaners
- Today
- 4,000 workforce
- Multiple channels & occupations
- Blue, white & fluoro collars



# Our Context

- Massive growth
- Family business
- Rising compliance
- Low margin industry
- Premium expectations
- Diverse workforce
- Diversifying markets
- New clients
- Different needs
- Needs of our people



11/06/2014

1993

1995

1997

1999

2001

2003

2006

2009

2014

# Staying ahead.

- Observation-
  - Success has come from a small size and family style of connection,
- Threat-
  - growth may dilute the special nature
- The Challenge-
  - preserving and spreading our special nature



# Fundamental Principles

Economy  
of scope  
is crucial

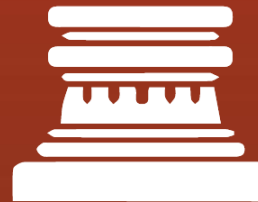
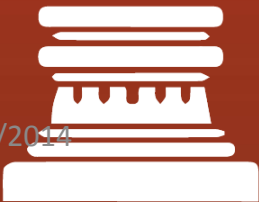
Operate as a Major enterprise...whilst keeping  
our family feel

Disciplined processes

Engaged people

Information driven business

Community management



# The Building Blocks...

- A solid baseline of policies & procedures
- Nimble connection and community inclusion program
- Bite sized strategies + Master Direction
- People centric tools & practices
- Information & insight
- Persistence

*Accelerate*

*Consolidate*

*Integrate*

# The Constellation of Achievement...



Tools & Practices



Policy & Procedure



Community



Insights



Persistence



Strategy

# Policies & Procedures...



May seem boring ...however they are critical to;

- anchor practices
- inform frontline & senior leaders
- protect compliance (it can't be left behind!)
- can get the frontline involved in the application of Policy to the “real” business



# Community Management...



- If people are bypassed they will become disengaged
- Community management is about:
  - Brokerage of ideas
  - Integration of comms channels
  - Building trust
  - Defining desired culture
  - Tailoring for the audience
  - Leading in layers



# Strategies & Plans...



- Critical to keep on track - navigating
- Allows explanation to others - wayfinding
- Avenue for considered adjustment – adjusting
- Justifies action & clarifies progress – brokering
- Examples:
  - Meet The Where They Are
  - The Assetlink Way 90 Day Engagement Plan
  - iLink
  - Link Me
  - Safety Not Negotiable

*Develop the Strategy*

*Drive the Execution*

*Appreciate the Situation*

# Tools & Practices...



- Practices **focus and align** execution
- Tools **assist in delivery**
- Examples
  - iLink (intra net)
  - Certifications
  - Change process - ADKAR
  - Work Pro Gateway
  - CM3 contractor compliance
- Top Employers
- Destination Excellence
- Career Pathways
- Seeking awards
- Connection systems





# Information & Insight...

- Engagement requires a blend of cascaded messages and iterative steps
- Insights are critical in understanding how optimal a practice and tools are
- Communication is one way, two way and Omni directional
- Power comes from blended use of paper, E-Systems, human contact, surveys
- The result is connection

*Advise*

*Participate*

*Harvest & Energise*

# The Assetlink Way

The Assetlink Way is the DNA of our culture. It links our people and our processes and embodies how we approach our work through collaborating with our clients and delivering a high quality service.

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## **The Assetlink Way encompasses;**

Our Vision – direction and intention for our future  
Our Mission – Why our organisation exists  
Our Values – principles that guide our conduct  
Our Behaviours – actions that reflect our culture

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## **Our Vision**

To change the lives of those we work with by connecting them with the best opportunities of the Australian community.



# Exemplars...

- “The Assetlink Way” – Economy of Scope & Horizontal Consistency
- “Meet Them Where They Are” – “Dumb Down Vs Human Up” !

## Our Values

- Passion
- Customer Service
- Safety Not Negotiable
- Empathy
- Teamwork
- Excellence
- Sustainability

# Our Signature Behaviours are how we get our Mission done

I...

1. Am open minded
2. Respect others
3. Never negotiate on safety
4. Recognise my team's efforts
5. Connect with others
6. Choose a positive attitude
7. Have the courage to challenge
8. Am an effective team member
9. Am committed to growing and learning
10. Am customer focussed



# Deliver a Signature Story



**Near Miss  
Report Book**



# Deliver a Signature Story



# Meet Them Where They Are

## Dumb Down Vs Human Up!



# Humanising the intranet

<http://intranet.assetlink.com.au>

# Results...

- Third Australian Employer to receive CRF Institute recognition
- Winner AHRI Cross Cultural Management Award
- Winner Australian Achievement Awards
- Winner BSCAA Innovation Through people Award
- Overall Engagement at 72%
- Cleaning Crew engagement at 83%
- Retention at 94%
- Customer Satisfaction at 93%
- Demonstrable marketing point of difference



**Thank you.**

متشكرم

grazie

gracias

ringraziarla

Σας ευχαριστώ

ขอบคุณคุณ

obrigado

merci

ありがとう

Teşekkür ederiz

감사합니다

Vielen Dank

Děkuji

شكرا

धन्यवाद

спасибо