

Steer Your Career

A guide to developing your career with RACQ

RACQ

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Welcome to the RACQ Steer Your Career Handbook

The Royal Automobile Club of Queensland (RACQ) formed more than 100 years ago to promote and protect the reasonable and legitimate interests of its members as motorists. RACQ continues to do so today, by providing reliable roadside assistance through Queensland, as well as strong, independent advocacy for safe, affordable and sustainable mobility.

As Queensland's largest mutual association, we also assist our 1.2 million members and their families by providing a diverse range of motoring, insurance, travel and finance services. To do this well, we rely on a team of committed and motivated individuals, who each play a role in contributing to the success of our business. This is where you come in!

This handbook has been designed as a tool for your ongoing use and I encourage you to refer to it regularly. Each section provides the valuable tips, information and guidelines needed to "steer your career" to success while at RACQ.

You will also be able to read about some of your colleagues and how they have managed to develop their career within RACQ.

I trust you will find the information in this booklet both informative and entertaining, and I encourage you to use what you learn in making the most of your own career journey.

A handwritten signature in black ink, appearing to read 'Ian Gillespie'. The signature is stylized and fluid, with a prominent 'I' and 'G'.

Ian Gillespie

Chief Executive Officer RACQ

December 2009

A yellow sticky note is pinned to a white surface with a red pushpin. The text "Table of Contents" is written on the note in a black, sans-serif font.

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A good thing about working at RACQ is...

Our Employee Promise

We know that it is important for people to work in an organisation that provides them with more than just a job. Meaningful work, the capacity to balance life's priorities, and the opportunity to develop and grow professionally and personally, are recognised as fundamental needs for our employees.

The RACQ Employee Promise communicates our organisational personality, our culture and our values as well as the RACQ employment experience. Our Promise helps to ensure that our employees understand, are passionate about and fit in with the organisational culture; which in turn helps to move our company forward.

So what is our employee promise?



RACQ is...

- Solid, local and dependable
- Optimistic about the future
- All about our members
- Professional yet approachable
- A community of great people



As an employee you can expect...

- To feel proud to work for a great brand
- To be part of our employee community
- A challenging job with a sense of accomplishment
- A friendly environment in great locations
- Managers who are there for you



We expect our employees to live our values by...

- Delivering truly remarkable customer service
- Being flexible and dependable
- Working collaboratively as part of one organisation
- Doing things right the first time
- Going further and giving more to exceed expectations
- Seeing ways to shift ordinary to outstanding and make things happen
- Building trust with RACQ members and customers by taking accountability for their actions and results
- Protecting and enhancing the reputation of RACQ
- Taking responsibility for developing themselves and their career

“Part of the reason I joined the Telephone Business Centre (now known as Business Acquisitions) was due to the fact that they could offer me more flexibility with hours. When telecommuting or working from home was introduced, I was offered the opportunity to trial it, which I did for two years. This was a sideways step, but I made the decision as a lifestyle change that was important for me at the time.” Frances Richmond, Retail Regional Manager Gold Coast

Our Benefits

Maintaining balance in your personal and working life is the key to a sustained and rewarding career. At RACQ we offer a range of benefits to assist with achieving this balance; some are discounts and financial benefits, others may enhance your lifestyle and others can directly assist with your career development.

Some of the benefits that may assist you with your work-life balance include:

- Buying additional annual leave
- Paid parental leave
- Job share, part-time work or work-from-home options (available for some roles)
- Wellness programs such as the 10,000 Steps Workplace Challenge, Weight Watchers at Work and Mini Health Assessments
- Additional 1% superannuation
- Financial assistance and paid study and examination leave to help with the cost of job-related study
- Face-to-face & e-learning packages delivered by our in-house team including a one-day orientation program
- The Day in the Life program offering all employees the opportunity to experience what it is like to work in various roles across the organisation
- The Extra Step Reward and Recognition Program enabling employees to say thanks to their colleagues for demonstrating RACQ's values. For going above and beyond, points are earned that can be redeemed for unique experiences
- Employees in sales-related roles may earn cash or prizes for reaching nominated performance targets.

Your career opportunities at RACQ

In the old days, having a career path meant you would start at the very bottom of the ladder and (hopefully) work your way to the top.

These days, with so many choices, a career is more like a spider's web than a straight ladder.

You can start in the middle and, depending on where you might want to go, big and small opportunities will present themselves and it's up to you whether or not you want to chase them.

These opportunities might be in the form of upward, sideward or outward moves. Some people start with one company, make a move to another company and then end up returning because they really enjoyed it there and they now have the experience they needed to move forward.

Not everyone wants to be the CEO or, for that matter, even a manager.

Opportunities are there for people – it's up to you to take them and shine. People move between employers – they don't always start at the bottom.

"It is not always about promotion. Every move I have taken has been a building block to ensure success in the next role."

Mark Wessling, Manager Vehicle Recovery and Clearance

At RACQ, a career opportunity does not only mean moving upward. Any opportunity to gain exposure to a different area, act in a capacity different to that of your normal position, facilitate and develop a project or initiative, gain new skills and experience, or learn new knowledge and abilities, all qualify under the "career opportunity" banner.

Every business also needs to have masters within their workforce, people like Terry Peters who know their job inside out, help others to conquer the role and add tremendous value to the organisation every day.

"Career wise, a lot of people have seen me go from corporate positions in Road Service and Technical Training to a position as a Patrol Officer, and they think I've taken a step backwards. I don't consider it a step backwards at all - at the end of the day you have to be happy with what you're doing. I love my job and I've never regretted the decision to get back on the road."

Owen Finter, one of our most respected Patrol Officers

CEO

Senior Manager

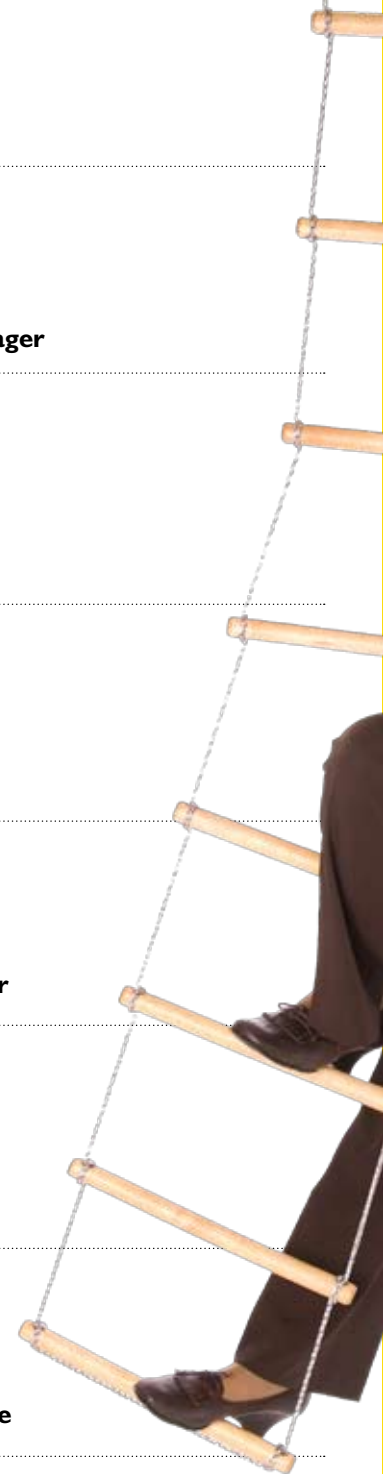
Manager

Supervisor

Team Leader

Senior

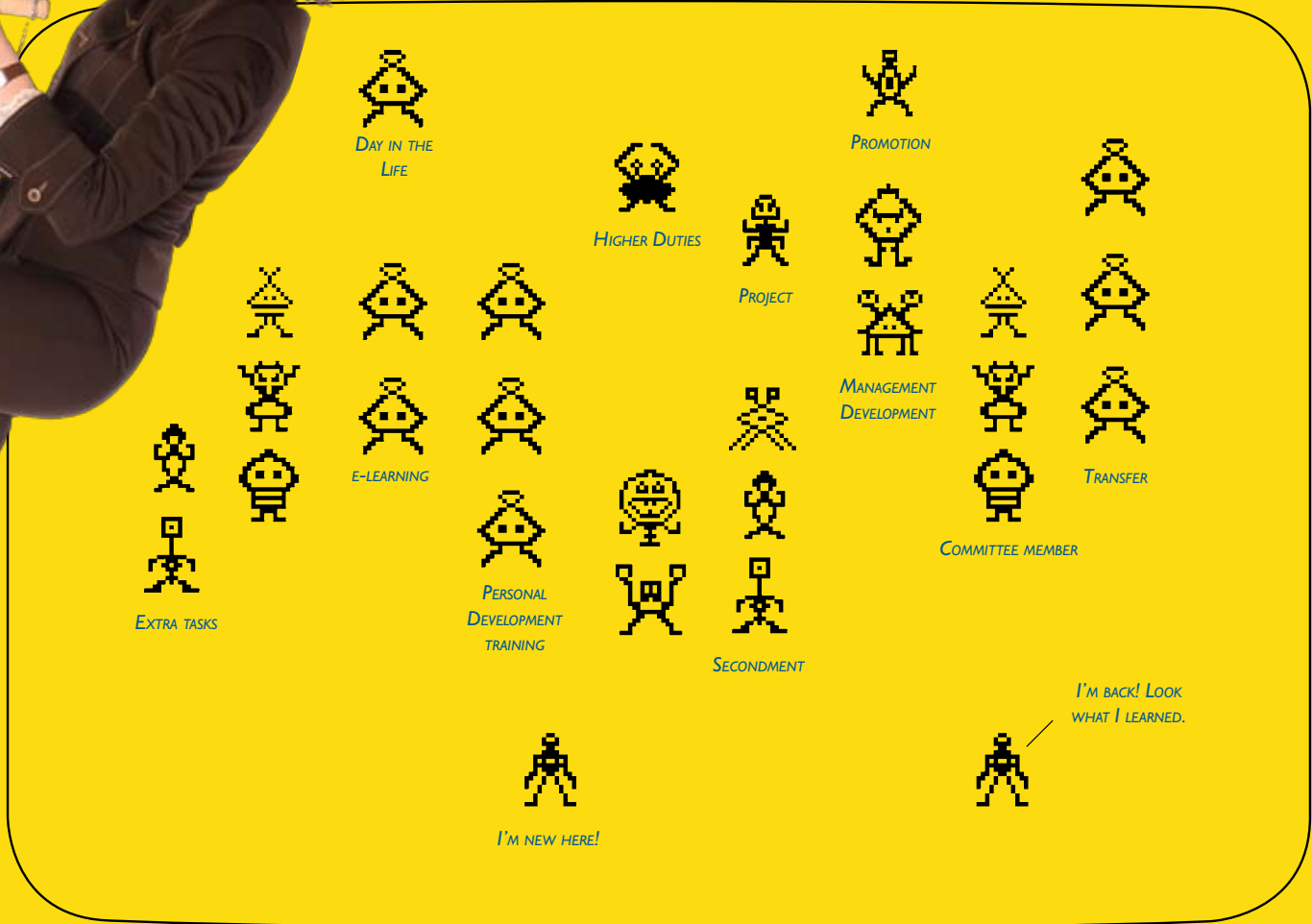
I'm new here





"A career can be like a Computer Game – you have to change direction to shift across the road, you have to go sideways and back to dodge the traffic. It is not always that straightforward to get ahead and achieve your goals."

Glenn Toms, General Manager Operations



How I got to where I am

Long-serving staff talk about the career paths they have followed at RACQ.

Gary Fites, General Manager External Relations

After 31 years in the business, Gary Fites says he is very personally satisfied that he has been able to stay in touch with his core passion as a professional communicator throughout his career with RACQ.



"From my modest beginnings with the then tabloid Road Ahead publication, I have experienced a very natural career progression. After several years as a journalist, I was promoted to the Editor's role and then received the title of Managing Editor in recognition of the fact the role involved managing a team and budgets as well as editing the Road Ahead.

"The only reason I applied for my current role was through the fear that if I didn't get the job, I'd end up working for someone harder to work for than me!

"I have enjoyed working on numerous projects throughout my career, such as the 2005 RACQ Centenary Project, that involved working with people from across the organisation. Career progress takes time, but you need to be prepared to push your own barrow and take opportunities when they present themselves."

Ruby Peddell, Manager Training Delivery

Ruby first started working for RACQ in the Records Management Department in 1962, at the age of 16. She had a couple of years off in-between to raise her children, but overall has worked at RACQ for more than 35 years in at least five different positions.



"When the first computer was introduced to RACQ, I was selected as one of three people to transfer all our member records on to computer. It was a big undertaking at the time, but I was happy to be involved.

"As a Branch Sales Consultant at Aspley, I signed the half-a-millionth member to RACQ. A decade later, I signed the one-millionth member. I opened the Strathpine Branch as a supervisor in 1986 and worked there for 10 years. During this time I completed a frontline management course.

"In 1996, I was offered a six-month secondment at the time of the Joint Venture Partnership with GIO. I was one of four people chosen to be part of the Cogen Training Team. I had never really used a computer before, but I was told that 90% of staff were in the same boat and I would be able to relate to them.

"I had gained a taste for training and transferred to a full-time training position within the Training Department. I moved into a Training Coordinator role and am now the Manager of Training Delivery. This year I am the project lead for the 2009 RACQ Driver Program.

"I've had some great opportunities at RACQ and I believe this is because I am passionate about the organisation, a hard worker and am forthright in speaking my mind. I also networked and built relationships with people across the business.

"I believe the three key ingredients someone needs to have if they want to move forward in their career is initiative, enthusiasm and a positive attitude towards change. I have put my name forward many times and volunteered for different opportunities as they arose.

"Many of my skills have been developed through mentoring from my managers. The mentoring was never formal, I was eager to learn and I was open to new ideas and opinions. I was also willing to speak my mind, which was really important. I wasn't afraid

to voice my opinion, but when a decision was made I always implemented the decisions positively, whether or not I agreed with them."

Frances Richmond, Retail Regional Manager Gold Coast



"Frantastic" Fran started with RACQ in the mailroom in 1980. She was also part of the typing pool, as it was called then, and the switchboard.

"I had to hand out the pay in cash to all the employees. Then after about a year, I moved to the Purchasing Department as a purchasing officer. I then decided to move to the branch at EMP for the next challenge. I was very keen to work face-to-face with the members and customers.

"I took a few breaks from RACQ, but always returned and I joined the TBC (now Business Acquisitions) as a Telephone Sales Consultant, which suited my lifestyle at this time. I worked part-time and also worked from home. Telecommuting was autonomous and I really had to psych myself into it because I was working on my own outside of a team environment.

"I returned to work in the Quality Assurance area of Distribution, initially one day a week. I decided I wanted to become a trainer so I took a week of annual leave and completed my Certificate IV in Workplace Training and Assessment. I then became a Skills Development Coach in the Contact Centre. I had a lot of mentoring before I applied for this because I wanted to be fully prepared for the job.

"I was twice asked to move to the Sales Development Unit in Distribution, but refused the first time because I didn't feel ready.

"When the Regional Manager position became available through the restructure I jumped at the chance. I now work with a great team of experienced managers and try to learn from them while developing my own style.

"Career development is all about your attitude. You have to have the right attitude to work your career in a way you want. I like to live by this, saying: Don't walk from negativity, RUN!!!! I also tell people not to be disillusioned by a setback. It's a learning curve and you should never be afraid to smile and introduce yourself to people."

Elena Kingston-Bedford, Human Resources Business Consultant

Elena started with RACQ as a Telephone Sales Consultant in the Telephone Business Centre (now Business Acquisitions) in 2003.



"The contact centre provided a good grounding in RACQ's core products. It's a structured environment with some great managers. At the time I was completing some post grad study in Business Management with a HR focus. I was trained to be a relief supervisor in TBC, following performance discussions with my manager. I had advised her that I was interested in taking on extra responsibilities and she must have believed that I had the ability.

"I applied for a position within the People Department as a Human Resource Officer in 2004 and was successful. Once I had gained the right experience, I moved into my current role as a Human Resources Business Consultant.

"Working here has provided the opportunity to be involved in several key corporate initiatives, most recently, I was the Project Lead for the introduction of our Reward and Recognition Program - Extra Step. This project allowed me to work right across the business and also gave me a chance to work on something that I'm very passionate about. It was a huge learning curve, but I'm glad I took the opportunity when it was offered.

"I love my current role. My team is really collaborative, I have just the right amount of variety in my day and my client group is fantastic to work with.

"Outside of RACQ I have been a board member for a Not For Profit organisation (YWCA Brisbane) for more than three years. This has been a great developmental opportunity for me.

"In some ways I expected my journey to look like it has to date, I have made the most of opportunities as they were presented and I have formed strong working relationships with different people across the business along the way."

Glenn Toms, General Manager Operations

Glenn started in his first professional role as an investment accountant at RACQ in 1990.



"Most people with whom I studied are now working in financial institutions. I joined RACQ to support the group's Treasury and investment functions – managing investments, buying equities, fixed interest and property investments for both RACQ and RACQ Insurance.

"I was then offered the opportunity to work directly with the CEO in the role of Group Executive Officer. During these years I assisted with strategy and planning, which included working on the project which resulted in the formation of the RACQI joint venture between RACQ and GIO Insurance.

"I also undertook the role of Property Manager, which included buying and selling commercial property and redeveloping the EMP site. We also experienced rapid expansion in our branch network over this time.

"At this point in my career, I felt that I had used all the core skills from my degree in the workplace and was looking for another challenge. I was offered a position with another company in a similar field, but coincidentally we had a change in CEO and he provided me with some good career advice. He said that while it was fine to specialise in one field, I should consider broadening my experience and tackling broader management tasks. As a result, I applied for and was successful in obtaining the position of

Distribution Manager, responsible for RACQ's sales and service functions.

"I was thrown in the deep end a bit, however I had some comfort that the CEO had the confidence that I would be able to tackle the challenges of the role. I was responsible for the team that managed the sales and distribution network. I think of this time as a real baptism of fire in managing people and real life issues, however I was also able to draw on my accounting skills in this role as well to manage a range of financial challenges.

"Following a further RACQ restructure, I was appointed the Group Executive Manager for Customer Services and subsequently the General Manager Operations.

"Any opportunity is an experience and one you can learn from. If you want to do something other than what you are doing now, it is only you that can change the situation. Lobby the right people. Some opportunities get provided to you, some opportunities you need to seek out."

Dimity Connah, Team Leader Technology Systems



Dimity's RACQ story started in the mid-80s when she joined RACQ as a Computer Operator. After a six-year break, she was offered a job in the Technology area when she called Bruce Rice to ask for permission to include him as a referee on her job applications.

"Being a team leader in the Technology Systems area exposes me to many projects and I also have the opportunity to meet people from the majority of the business areas to help equip them to provide a greater level of member service through new or improved technology.

How I got to where I am

"I don't wait for someone to ask me if I want to be involved. I put my hand up as opportunities arise.

"Involvement in numerous projects, committees and the completion of internal and external study are all testaments to my desire to direct my career. I pride myself on being the "go to" person in my Department, with people aware that if I can't help them directly, I'll find out who can and follow through."

Terry Peters,

Patrol Officer

Terry has spent his whole working life in Road Service, starting as a motor mechanic 29 years ago.

"I was promoted to the workshop foreman and applied for a Supervisory role in Road Service. I didn't get it because I needed Road Service experience, so I applied for a Patrol position to help gain the experience I needed. I also had a young family and it allowed me to earn more money. I worked as a Patrol on the road for six years.

"I became a Technical Trainer for 12 years, applying for the Supervisory role another three times before I was successful. After a stint there, I realised I enjoyed the technical work more and returned to Technical Training where I worked on a project that involved changing our old phone system over to the new one.

"I was involved in writing the program and training the staff in the new system, requiring me to spend six months seconded to the Contact Centre. This was a great experience as I got to see a whole other side to the business and now I understand what the people in the call centre go through when they take a call. It helped open my eyes to the difficulties that they face which makes it easier for me to understand, from a patrol's perspective, why I don't always get the most accurate information regarding the breakdown that I'm attending.

"I decided to return to my first love, as a Patrol on the road helping the members. You get a great feeling from helping people get on the road again.



"I have had lots of opportunities to work on many projects. I was involved in the Centenary Project and got to work with people like Gary Fites. RACQ also had an exhibition at the museum and I volunteered to work in the booth.

"I've also been involved in the layout of the new trucks. I'm one of the Patrols who trials the new VW Caddy. I volunteered for bike week where a patrol follows the riders in the challenge to help them fix their bikes. I have a personal interest in cycling and every year I go over to France and help lead a tour of people who want to follow the Tour de France.

"Moving around and working with different people has given me a better understanding of other people's jobs and the challenges they face. Having a strong technical background has made my job as a patrol much easier as I have more confidence to try different things and back myself that they will work.

"As I ask questions of members to draw out the problem, I can see them relax as they realise I know what I'm talking about and that makes me feel good about what I do."

Peter Starkoff,

Executive Manager
Contact Centre –
Business Acquisitions

Peter has worked for RACQ for 24 years, starting in the retail network before moving into the Contact Centres.

"I started my career with RACQ fresh out of high school. My first role was in the mailroom, where I learnt about the structure of the company. I soon realised that RACQ was a company that I could build a career with. I elected to start part-time studies in a Diploma of Management and I applied for a position on the phones selling insurance - so I guess you can say I have come full circle, returning to the area that really kicked off my career.



"After 12 months on the phones, I gained a relief staff position in the branch network. This was extremely beneficial as I gained tremendous exposure across most of our offices in SEQ.

"After working at our Indooroopilly office I was appointed the Supervisor at the St. Pauls Tce. branch and then ran the Chermside office. I made some sacrifices to progress my career, working as a Supervisor in the Ipswich office while living at Burpengary. I did this because it gave me exposure to regional issues, Insurance Claims, Vehicle Inspections and managing a larger team. I used this experience to apply for a newly created position in the Customer Assistance Centre.

"Over five years, this area grew from 22 staff to more than 180 staff, Supervisors and Managers. My experience with managing a large workforce and dealing with change generated from emerging technologies helped me to reach my career goal as an Executive with RACQ.

"During my career, I have always put my hand up to participate in a range of committees and corporate projects. By adopting an attitude of constantly looking for continual improvement, this has provided me with a perfect platform to promote my skills and abilities to various stakeholders within the RACQ Group. The Contact Centre environment has been reinvented many times during my career with RACQ, showing that unless you are moving forward you may ultimately be left behind.

"Having a diverse range of jobs early in my career was a key advantage over other applicants when seeking further career advancement. Looking back, one of my smartest moves was applying for the Ipswich position which, coupled with my ongoing studies, helped me to move through the ranks of RACQ."

Making the most of your career with RACQ

Build relationships

There is no more powerful tool than promotion through word-of-mouth, which can be defined as what people actually say about you and the work you do.

Nothing is more powerful in improving on and building your career prospects than the recommendations made through your network of contacts – what your boss, your friends, colleagues, customers, clients, and former employers say about you, your set of skills, level of education, and your accomplishments.

Keeping your network strong involves nothing more than relationship building. Keeping in good contact with your network and being sure to let them know of your most recent successes.

“It is important to take every opportunity that is offered to you. It is not always about money when you are trying to drive your career; respect and recognition from your peer group is often more important.”

John Hamilton, Executive Manager
Road Services

Gain experience and track accomplishments

Building your resume begins with tracking your past accomplishments and gaining important skills by taking on new challenges and experiences. Your accomplishments are the foundation of your career.

But before you seek out new work, take the time to plan and focus on what you want. Develop a strategy for gaining experience in areas where you may need development or exposure. So besides doing your job, ask for new and challenging assignments that will help you with this.

“I believe my success and job satisfaction are due to the fact that I don’t wait for someone to ask if I want to be involved. I put myself forward when opportunities arise.”

Dimity Connah, Team Leader
Technology Systems



Making the most of your career with RACQ

Take responsibility for your development

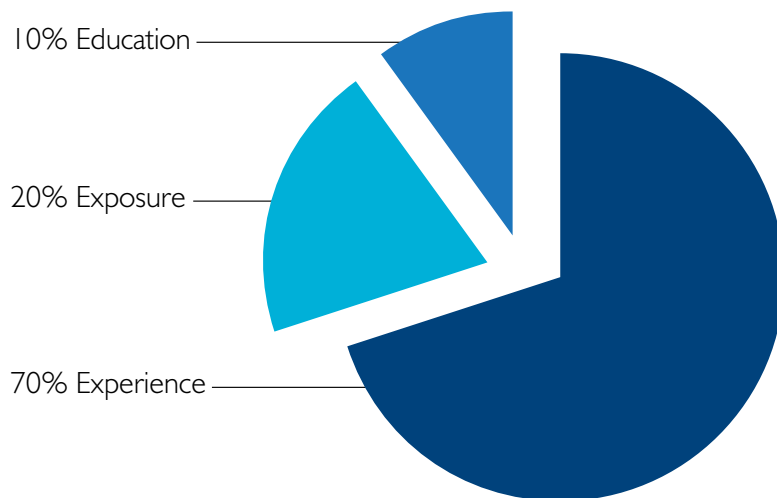
It is important to realise that people learn in a variety of different ways. RACQ is committed to improving the current development options and introducing greater variety in the way we help people to develop. At RACQ, we believe that about 70% of organisational learning takes place on the job, through the application of problem-solving and application of skills to daily activities. To increase your learning, consider asking your manager if you can work on a committee or join a corporate or departmental project team.

- Some of the committees that are run at RACQ include: Health and Safety Committee, Environmental Committee, Get Connected Editorial Committee, Desktop Reference Group, Intranet Steering Committee and RACQ Drivers Program.
- If you think you might be interested in working in another area, try out a 'Day in the Life' experience. For more information go to the Staff Benefits and Careers Section on the Intranet.

“Many projects I have worked on have assisted me to learn about the organisation. The more exposure to the business, the more sense RACQ makes.”

Natalie Senescall, Manager Road Service Contractor Network

The 70/20/10 Rule



- Another 20% of organisational learning occurs through drawing on the knowledge of others in the workplace, via informal learning, coaching and mentoring. Talk to your manager or the people that you respect in the organisation, and learn from them.

“The automotive industry is continually moving; you need to ensure you are learning all the time in order for you to stay on top.” ***Steve Spalding***, Executive Manager Vehicle Technologies

- Only 10% of organisational learning actually comes from educational programs, workshops or online theory-based programs. For many careers, only a minimum amount of education is necessary, but to excel in more specialised fields, you may find that you need to complete additional education, skills-based training, and/or obtain certification. Improving on your level of education can often greatly enhance your career opportunities. If you are unsure whether to enhance your level of education, talk to your manager or seek out a mentor – maybe someone highly respected in your chosen field - and ask them for advice.

Decide what you really want to do

Whether you complete a series of formal self-assessment tests or simply take a good look at who you are and where you want to go, knowing yourself is key to finding and creating meaningful work. You need to know and appreciate your values, your interests and what it is you have to offer. The better you know yourself, the better career choices you will make, which in turn will lead to a purposeful and meaningful working life.

It's important to know what you want from your career. Ask yourself these questions:

- What's important to me?
- What are my career goals?
- What kind of work do I find both energising and challenging?
- What opportunities does RACQ have to offer and how can they assist me in achieving career goals?

Once you know what you want to achieve you will be able to start working towards it.

Establish your career goals

Once you know what you want, it can help to devise a plan on how to get there. Establishing some career goals will provide you with a way to measure and guide your progress. Take time to assess your skills, aptitudes, likes, dislikes and natural talents – these factors will help you define and prioritise your short-term and long-term goals. Writing down your career goals can help you realise what they are and then you can work out a plan on how to get there.

“You may eventually come to a fork in the road and need to make a choice. I think career structure and career planning is so important. There are no guarantees to anything. Have the guts to back yourself, but you also need to be able to handle disappointment and not become dejected from a knock back.”

Glenn Toms, General Manager Operations

Evaluate your skills

Write down a list of the skills you have that will contribute to achieving your career goals. It's a good idea to evaluate what your strengths and weaknesses are. By honestly looking at the skills you already have you will be able to identify those areas that still need to be developed, in order to achieve your goals.

Ask for feedback

Asking for performance feedback from your manager is a great way to help determine which skills you need to work on. Ask for specific feedback, as this will give you a better idea of what skill sets need improvement and which ones don't.

Appreciate what you already have

You may not yet be in your ideal career or you might not have reached your ideal position. Keep yourself motivated by appreciating what you do have and where you are. Your career is an evolving process. Even if you are currently in a situation far removed from your ultimate goal, you'll likely be able to learn a great deal from your current position.

“When it comes to career development, I'm a firm believer in working with what you've got to the best of your ability, here and now, rather than wasting energy thinking 'what if?.' Always take an opportunity to expand your role when it is presented to you, even if that means taking on something that may seem intimidating. You have to believe that you were asked to take it on for a reason.”

John Devaney, Executive Manager Marketing and Alliances

How to get noticed

Talk to the right people in the right way

It's a great idea to introduce yourself to the manager and other staff in the area you'd like to work in and ask questions about any roles you might be interested in. If you don't feel comfortable doing this, consider trying a "Day in the Life" experience in the area, as a way to meet and become familiar with the team first. If you make a good impression it can help you when a position does become vacant.

Remember:

- Act appropriately and professionally, even with people you already know well.
- Don't be demanding when you ask for information or people's time. It's okay to follow up with people, but don't nag or be impolite.
- If you have asked for information, be clear about what it is you would like to know.
- Let people in the department know what you are doing to help prepare yourself for a role in their area.

Behaving the right way – make yourself sellable

The way you communicate when you contact department managers is very important.

Remember:

- Managers are not just looking for someone who has the right knowledge, abilities and experience to fit the vacant position. They also need someone who will fit in with their team and who will interact well.
- Managers will not only look at how you behave during the interview process, they will also talk to your previous supervisors and managers, so it is important to always behave appropriately, not just when you think people are watching.
- Past poor behaviour, poor communication skills or poor team fit can result in someone who has all the skills and experience "on paper" missing out on the job.

"The important thing for employees to know is that if you are interested in being developed, you should let your manager know. Many of the opportunities that I've been given have been because my managers have nominated me for projects and secondments; they have seen my skills and my positive attitude towards constant development and growth."

Debbie Thrupp, currently seconded to Strategy & Planning

Preparing yourself for that great opportunity

- Have an up-to-date resume that clearly shows what your skills and abilities are and what you have achieved.
- Seek out a mentor or talk to your manager about what you want to do.
- Think about what you have to offer – and be prepared to talk about this.



Seeing and seizing opportunities

- People who wait for opportunities to come knocking can be left waiting a long time!
- Is there a job you've always wanted to do but you don't have the right skills?
- Talk to someone who is in that job about their experience and skills, and ask them how they got there.
- Do a "Day in the Life" experience in the role or the area to see if it really is what you're interested in.
- Your career is in YOUR hands. Don't wait to be offered company sponsored training for a job in another area. Take control of your own future by investigating and enrolling in the training or study you need.

"If you want to move in a certain direction you need to put things in place to help you get there – there's no point telling someone you want a job as a Manager if you've got nothing on your resume to show how you're preparing for that challenge. I'll never stop learning - I always try to take something new out of each experience or project."

Elena Kingston-Bedford, Human Resources Business Consultant

Gain those skills

Be proactive in gaining the skills that will benefit you now and in the future. Take advantage of all opportunities for continuous learning and professional development that come your way. This may mean taking classes or online courses that will upgrade your skills. Seminars and conferences may be good to keep you up-to-date and knowledgeable about developments in your field. Expanding your knowledge base will benefit you in your current and future positions.

Keep your eyes and ears open for new opportunities. Check with your manager for any new projects that may be coming up and volunteer for those that you feel competent in doing. Talk to people about what you want to do, where you are now, and how you want to move forward.

"My Manager nominated me to participate in the Female Managers Program. I have participated in similar programs in the past, but you always learn something new. It was a great opportunity to network with other women across the business and discuss similar experiences that we've encountered. I also take the chance to attend monthly manager seminars. It's great to hear from outside speakers about issues and topics that are relevant to my job. I think you always take something away from these."

Debbie Pahlke, Manager Commercial Business

Apply for RACQ vacancies

Regularly check RACQ's job vacancies page for positions that match your skills and experience. Apply for positions that you feel are a good fit and are in line with your chosen career path. Refresh your resume with a specific job in mind. Focus on specific skills and experience you have that relates to a particular position.

"I had been Branch Manager for about four years and still wanted to learn more skills. I applied for a Regional Manager position and was unsuccessful, but then the position of TBC Manager came up so I applied for it. I had previously worked with the Call Centre Manager in the branches and the Call Centre Operations Manager had moved to become my Regional Manager and knew what my capabilities were. I think my reputation was a major factor in being given the opportunity. Moving from the branches to a call centre environment was very much out of my comfort zone, but I knew I'd need to make this type of change to progress and keep being challenged."

Karen Chapman, Manager Contact Centre Business Acquisitions

How to improve your job application

At RACQ we are looking for employees who place a high priority on delivering quality customer service to our members and customers. We are looking for ‘can-do’ employees who have a positive attitude to work and who are committed to doing their job well.

We want employees that, where possible, use their initiative to go that little bit further to deliver results and exceed expectations. Uncompromising integrity, respect for others, efficiency, responsiveness and flexibility to meet constantly changing demands are the attributes that we're looking for.

Our ideal employee is able to do their job today, as well as adapt to the changes that may take place tomorrow. They get along and work well with other employees and they respect everyone involved with RACQ – be it colleagues, management, customers or clients. They work hard and won't shy away from new projects and challenges. Most of all they enjoy what they do.

So keep this in mind when you are applying for a job!

Here are some crucial hints to assist with your job application and interview preparation:

Tips for Cover Letters

1. Introduce yourself;
2. Keep it concise (no more than one page);
3. Highlight your key selling points (skills, experience or achievements) and address the selection criteria listed in the advertisement;
4. Proof read; have a friend read over your cover letter to pick up any spelling errors and typos; mistakes in your covering letter or resume may leave a really bad impression on the recruiting manager;
5. Make sure your contact details are at the top of the page; make it easy for the recruiting manager to locate your details should they wish to offer you an interview.

Tips for Interview Preparation

1. **Don't be late.** Try to arrive 10-15 minutes early so that you have time to prepare yourself before the interview
2. **First impressions count.** Dress suitably for your interview; greet your interviewer by name and with a firm handshake.
3. **Be yourself.** Speak clearly and confidently about your experiences and skills. Be professional, but don't be afraid to let your personality shine through.
4. **Listen carefully and be specific.** Make sure you understand the question before responding, and ensure you provide specific examples to help you answer the question.
5. **Remember to smile.**

“Insider” Frequently Asked Questions

Q. What are recruiting managers looking for?

- A.** Managers are not just looking for someone who has the right knowledge, abilities and experience to fit the vacant position. They will also look for a positive and enthusiastic attitude and someone who will fit in with their team and who will be able to interact well.

Q. When do direct appointments happen?

- A.** Sometimes when someone has been seconded into a position previously or has been identified by their manager as a high performing employee capable of doing the role, they may be directly offered a position. This is not the norm and requires CEO sign off.

Q. Why should I use a spellchecker?

- A.** Mistakes in your covering letter or resume may leave a really bad impression on the recruiting manager.

Q. What can I do to improve my chances of getting promoted?

- A.** Managers will not only look at how you behave during the interview process, they will also talk to your previous supervisors and managers, so it is important to always behave appropriately, not just when you think people are watching. Put your hand up for all opportunities that indicate your willingness to work hard and succeed. Past poor behaviour, poor communication skills or poor team fit, can result in someone who has all the skills and experience “on paper” missing out on the job

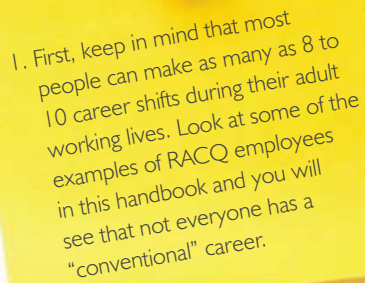
Q. What does “team fit” mean?

- A.** Each team is unique and has its own personality. Some people will fit better with one team than they may with another and this will always be a consideration if the position you are applying for requires you to work closely with other people. Usually a person who can function effectively as part of a group of individuals, sharing information and striving towards a common goal will be a good team fit.

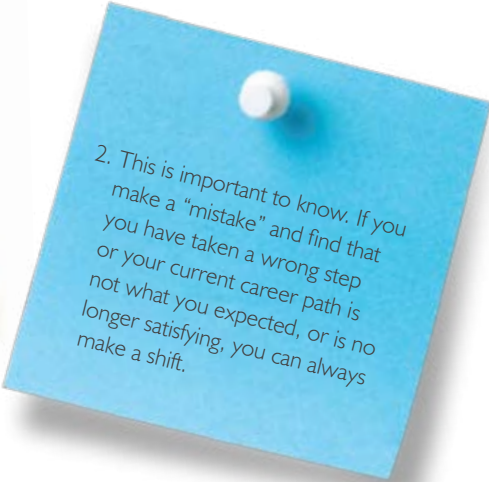
To sum up

Planning a career may feel like a daunting task, but it needn't be. Most people spend around 40 hours a week at work and most would like a career that is a good fit. Determining your best career choices and planning a career path may seem like a difficult task but, if you approach your career as a process, you can develop a plan to grow and cultivate the career of your dreams.

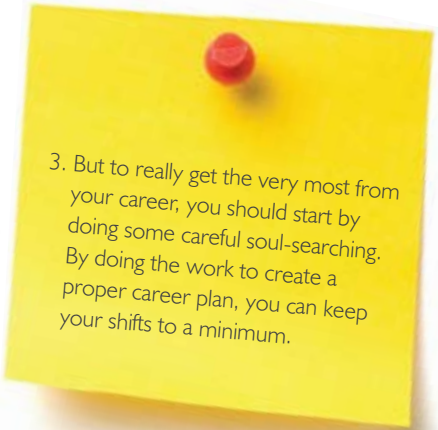
Some tips on planning



1. First, keep in mind that most people can make as many as 8 to 10 career shifts during their adult working lives. Look at some of the examples of RACQ employees in this handbook and you will see that not everyone has a "conventional" career.



2. This is important to know. If you make a "mistake" and find that you have taken a wrong step or your current career path is not what you expected, or is no longer satisfying, you can always make a shift.



3. But to really get the very most from your career, you should start by doing some careful soul-searching. By doing the work to create a proper career plan, you can keep your shifts to a minimum.

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