

Employee Attraction & Retention Strategies



How do Cumbrian employers attract the best or most suitable talent? How can they increase employee retention? What support is available through our BECBC membership?



BECBC

Britain's Energy Coast Business Cluster

This guide is designed simply to be used as inspiration for employers in Cumbria who would like to improve their employee attraction & retention. The below is not exhaustive but simply a list of ideas that are realistic & achievable to deliver consistently and with impact, without necessarily involving high costs.



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Company Culture

The days have gone when employees want to work rigid and long hours and you need to adapt. A positive company culture is spoken about & provides social proof the prospective employees in the marketplace that you are a good business to work for.

- Offering flexible start / finish times, offering the option to do work away from the office/site
- Meetings over lunches
- Surprise treats
- Involve your teams in decisions – let them have an opinion, encourage open discussion and let them run with some ideas of their own – you could be really surprised at the results even if it is just what colour the office or staff welfare -area is.
- Get to know your employees because they are all different – what motivates them, what is important to them and reward and recognise them in a way that will really inspire them.
- Offer loyalty rewards for length of service such as 1, 3 and 5 years - If you do this, they will tell others how great it is working for the company and makes the hiring process easier.
- If your staff enjoy their role most of the time, they will push through when it all becomes really challenging and they will feel fulfilled. Therefore it is so important before you even start the hiring process that you regularly review your current culture and speak to your existing teams to see what they would like to introduce and do it if you can.
- And then SHOUT about it!



WORKPLACE

CULTURE

Attracting New Talent – It's All In The Marketing

Your Company's Reputation

Are you telling the world how great you are as a business – not just your products or services, with your processes, culture, and attitude?

- Question yourself as to whether you are a great company to work for by asking your current employees
 - If needed adapt and change the Company Culture.
- Make your business THE business to work for within your Industry.
- Companies with a great reputation are able to attract the very best candidates – and then SHOUT about yourself.

Make The Hiring Journey One That They Remember – Positively



The hiring process is the very best time to establish that great relationship.

- Invest time in training the interviewers so that they know how to get the very best out of the interview and the candidate
- Right from the initial call to arrange the interview, the setting of the interview area – where, what you offer hospitality-wise, your body language, and how you make them feel at ease.
- Make sure that they know what to expect. When it comes to your actual hiring procedure, you must invest time and effort in creating an efficient recruitment process that promotes and reflects your Company's fabulous reputation.
- Make the candidate feel special right from the very start – such as having the interview over lunch or drink perhaps and not in a stuffy office environment.
- Every step of the hiring process should be thought through and when you actually make the offer out in a verbal call making it exciting, follow up with the offer and then send a welcome card or gift making sure they are really feeling welcome before they start.



Market your Company



You Can't Just Say It – You Have To Know You Can Deliver & Live It

Do not try and portray yourself as something you are not – and let your staff speak for you by, with their permission, utilising advertising where they are telling others why they should join the team – such as videos and social media posts.

With social media it is so easy now to promote all the great things about your company, however, remember equally it is all too easy to get it wrong. Time and effort spent thinking about how you want to come across to potential employees is so important – do your research and make sure that you are advertising through the right channels and that the message you are giving is accurate.



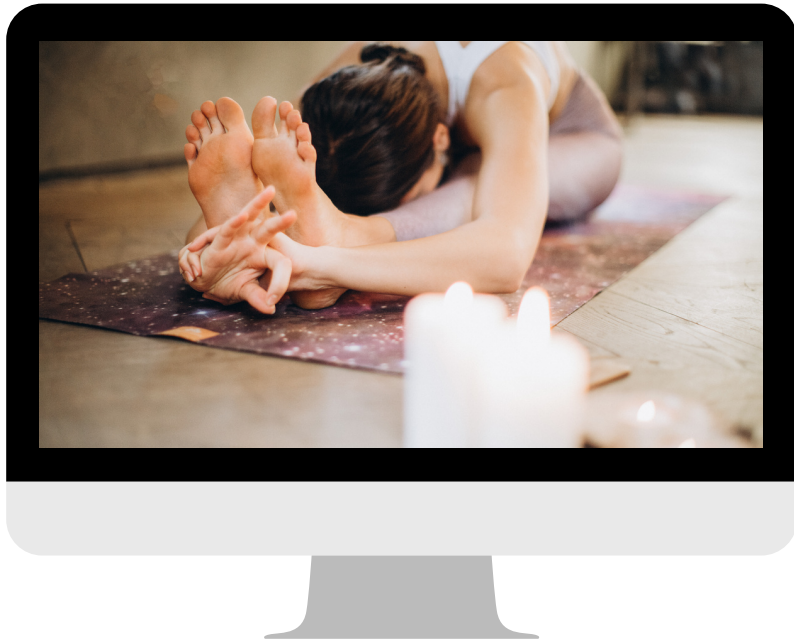
Make Job Adverts Stand Out

Make them different, pick up the key points rather than doing long lists of what the job entails. Where you can add existing employee reviews/videos to attract and link the advert to your social pages where you will already be promoting what a great place you are to work. And again make the hiring journey easy, relaxing, and motivating – remember now you are also being interviewed.....



Flexible Criteria

- “Achieve this and we will offer this” (effort and reward)
eg learn a set of processes, new software or achieve a level of productivity and X will be given (salary increase, extra day holiday, etc.)
- Behavioural recruitment rather than purely skilled based – skills can be taught
- Target demographics less represented in your industry
- Look to recruit from other sectors, identifying transferable skills
- Create adverts and job descriptions to be as inclusive as possible – try not listing the dream list – what’s the minimum skills and aptitude suitable for the role?



Retaining Talent – It’s All In The Execution

REWARD & RECOGNISE

Think outside of the box, what will work for your business? What can you do easily & on a consistent basis? For this to work, it needs to be done regularly & immediately, and it must be specific.

- Vouchers
- Thank you cards
- Welcome pack questionnaire to find out more about the individual, their interests, their favorite tippie, and their favorite charity.
- Social media praise
 - Team trophy
 - Impromptu time off
- Venue specific incentives (ie. North Lakes Spa offer use of their facilities to colleagues and the occasional overnight stay)
 - VIP Parking Spot
 - Breakfast Treat



In addition to the physical environment, it is vital to create a positive, collaborative & open working environment. This is more about the culture on a daily basis.

MAKE THE ENVIRONMENT A GOOD ONE

Little things that make a difference to the standard of their physical working environment. Show the team that you care about their workplace.

- Repairs & maintenance.
- Listen to the team & respond to their issues when reported.
- Encourage feedback
- Ensure you are complying with law – display screen checks, desk and seating checks etc
- Health & Safety, and First-Aid Training where appropriate
- Quality of equipment and software

-Flexible working opportunities

-Team days

-Treats such as pizza vans, ice cream van, Friday morning team breakfast



Flexible Benefits

- Flexibility and creativity – can you offer something different to your standard package (as well as to your existing staff)
- Increase holiday allowances, either as standard or by enabling holiday purchase in (using salary sacrifice or at a reduced cost?)
- Recognise everyone is different – create bespoke packages e.g. Company Car or Car Allowance – provide option
- Flexible hours / days, 4 day week, long weekend's, birthday off
- Have retention in mind – promotion, CIPD, training, professional memberships, service bonuses, productivity bonuses
- Weekly lunches, breakfasts, staff kitchen / canteen
 - Free parking, subsidised travel
- Productivity bonus, regular salary and career reviews, salary increase in line or above inflation



PROVIDE TRAINING & DEVELOPMENT OPPORTUNITIES

A line manager is not doing their job if a colleague has to wait for a formal review before learning of their development needs.

- Performance & Development should be a constant theme within the business.
- Line Managers should see it as a key part of their every day responsibilities to ensure colleagues are being supported & stretched.
- Starts at the beginning. Managers should spend time understanding each member of their team. What is this individual's ambition? What strengths/weaknesses do they have? How can I help them develop? What other areas might they not have considered?
- Regular 121s with line managers to discuss 'mindset'. Where is the individual at? How are they performing? What additional support do they need?
 - Spend a day in '_____'



Career Change Opportunities

- Does an existing employee have transferable skills, and the right aptitude to train, for the role you're looking to fill?
 - Retraining opportunities, job share
- Pre-retirement demographic who may want part-time work / job share with a more junior mentee (succession planning)
 - CIPD programme, cross-training
- Clear career paths internally – advertise roles internally first
- Create two job descriptions – one for the ideal, or near ideal, and one for a trainee position – advertise vacancies with both an experienced and trainee post (with training/progression) to widen the pool of potential candidates.

OFFER ENHANCED EMPLOYEE BENEFITS

Where possible, offer a bespoke employee benefits package...

- Insurances: Life Insurance, Critical Illness, Income Protection
- Health & Wellbeing: Private Medical Insurance, Health Cash Plans, Employee Assistance Programs
- Pensions: Rather than offering a bog-standard NEST pension for example, allow your employees an alternative option of a workplace pension
 - Access to a Financial Advisor
 - Cycle-to-work
 - High Street Discounts
 - Holiday Discounts
 - Annual Leave Tech



People leave managers, not companies



Never mind how good, well paid, or “great fit” a job may be, people will leave if their reporting relationship isn’t healthy. A successful business needs to help managers develop the basic leadership skills ... such as:

- Passion and trustworthiness
- Ability to develop staff capabilities and confidence
- Decisiveness and winning everyone’s hearts and minds
- Crystal clear communication (the kind that motivates the entire team)
- Building an “unstoppable” team spirit

How can the BECBC Membership support you in achieving the above?

Below are listed the BECBC members who can support you in the areas we've talked about-if you are a members who isn't listed and can support other members aruond recruitment and retention please let us know and we'll add you to the list!

Don't forget there's more information and support via our website:
www.becbusinesscluster.co.uk




Recruitment

- Rullion Limited
- Macarthur Recruitment
- All together Cumbria
 - Nuclear Jobs
- The Herne Group
- Thomas Thor Associates

Safe Workplace

- West Lakes Training & Development
- Inspire Safety
 - Arco Ltd
- Thomas Graham & Sons
- Woodward Safety Health and Environment Ltd
- Circular 1 Health



Enhanced Employee Benefits

- Tarn Wealth Management
- Brewin Dolphin

Business Strategy

- Peter Fleming Business Consultancy
- Jowisa Consulting Ltd

Employee Wellbeing

- Lakeland Capabilities Ltd
- Better Bodies
- West Cumbria Carers

Team Performance

- Kathryn Jackson Coaching
- Centre for Leadership Performance
- The Harrison Network
- Acorn Coaching & Development
- Zeitgeist Communications

Events

- North Lakes Hotel & Spa
- Energus
- Nu-Tech Exhibitions & Events
- Marick

Gifts & Rewards

Richardson's of Whitehaven



Resources

Books

- PERKINS, S.J. and WHITE, G. (2020) Reward management: alternatives, consequences and contexts. 4th ed. London: Chartered Institute of Personnel and Development.
- ROSE, M. (2018) Reward management: a practical introduction. 2nd ed. HR Fundamentals. London: CIPD and Kogan Page.

Journal articles

- BARTON, T. (2016) How to determine which group risk benefits best suit an organisation. Employee Benefits. 27 July.
- BASKA, M. (2018) Businesses 'throwing money down the drain' by not communicating employee benefits. People Management (online). 27 July.
- HOWLETT, E. (2019) Why the most effective employee benefits don't have to cost you anything. People Management (online) 22 August.
- HOWLETT, E. (2020) What benefits should you be providing to home workers? People Management (online). 26 October.

With thanks to

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