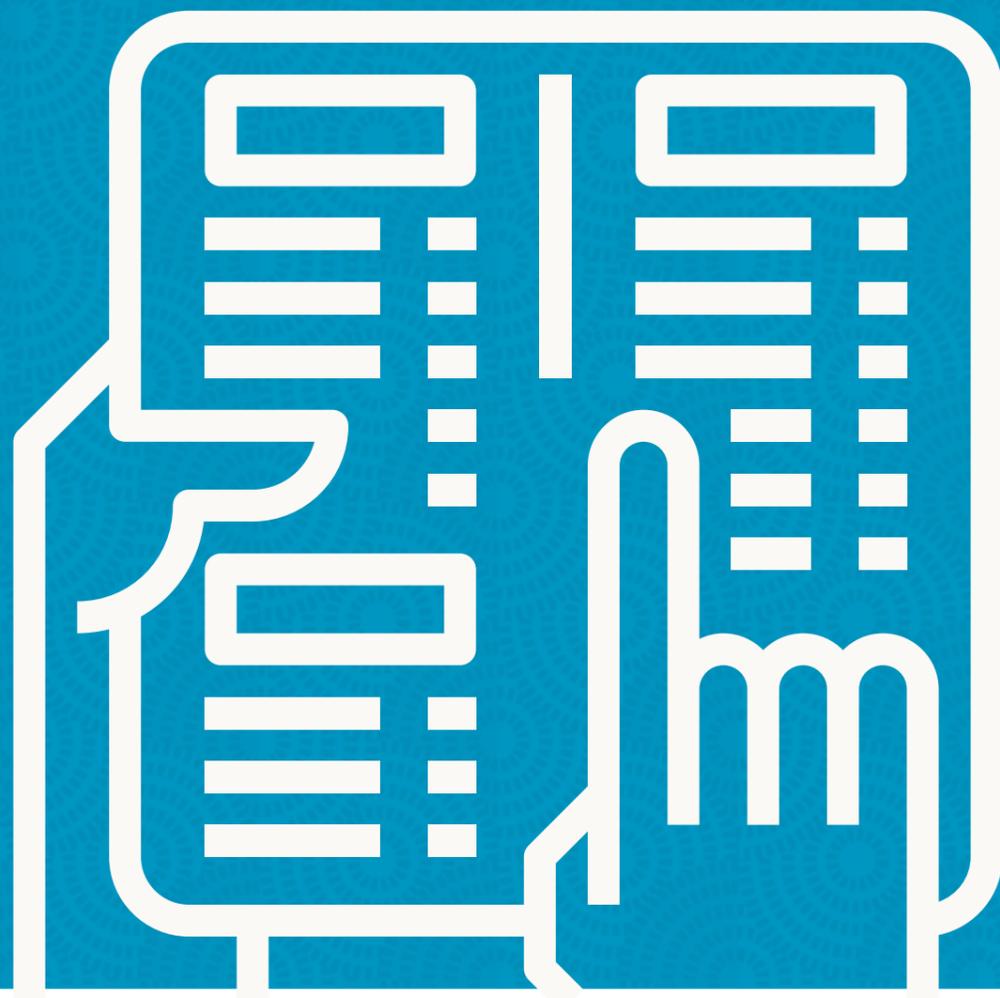




Recruitment and Retention

A practical guide for employers

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Why use this guide?

Time spent on improving how you recruit and retain staff is time well spent.

It will help you keep staff longer. You'll save time and money on recruiting new people. And you'll get staff who are more loyal and effective.

But we all know it's easier said than done to recruit – and keep – staff at all levels of the business. So, the Scotland Food & Drink People & Skills Board have developed this practical guide to attracting, keeping and developing good staff.

It's easy-to-use, totally focused on the day-to-day challenges in food and drink, and designed for businesses of all sizes. As well as giving you information about all aspects of attracting, recruiting, retaining and developing people, we've given you checklists for all these things so you can check how you're doing.

We hope you'll make use of all the information in this guide – it could make a real difference to your business.



Scotland's farming, fishing, food and drink sector can be a remarkable place to work. It is a sector that is growing and has a wealth of opportunity in front of it. But our future rests on our workforce. They need to see and feel that opportunity and we need to attract, retain and develop them if we are going to unlock the opportunities ahead of us.

As an industry, we need to embrace this skills agenda more closely than ever before. We need to challenge ourselves to ensure we are creating the right working environment and culture for the future. Tomorrow's workforce thinks differently than today's.

Workforce recruitment and development may be the most important issue for our sector in the coming years, so this toolkit is designed to stimulate some thinking around that, to hopefully support your own business journey – and its future success.

James Withers,
Scotland Food & Drink CEO

How to attract the right people to your business

You already know you need great people in your business. You also know it can be hard to attract and keep them. This guide will help you get adaptable, committed people to work for you – young people about to start their careers, people returning to work or wanting a new direction, and people already experienced in food and drink.

The first thing to think about is what people want from a job. Research shows that paying employees market rates is important, but other things matter too:

- › **The job itself**
- › **Working hours and flexibility of hours**
- › **Management**
- › **Career opportunities**
- › **The culture in the business – ie having a culture and place where people want to work**



How to create a great place to work



There are three elements to think about here: **People, Place and Practice.**



People

You're looking for two-way communication, people who feel good about their job, and opportunities for people to develop and rise up the ladder.



Place

You're looking to create physical and virtual working environments where people enjoy working and can work safely to the best of their ability.



Practice

You want management and workplace practices that help people to be productive and creative and feel valued, and give you a good reputation as an employer.



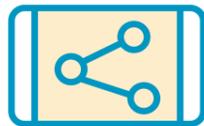
To get it right on People, Place and Practice, it's helpful to translate them into more bitesize approaches. For example, on the People element:

- › **Make time to listen to your staff and don't just talk at them. Example: an employee forum.**
- › **Make people feel recognised and proud of what they do. Examples: employee of the month board/trophy, using social media and internal comms to recognise people.**
- › **Help your staff to grow professionally and show them clear paths of progression in your own business. Examples: mentor system; comms & case studies around how staff got promoted to where they are.**



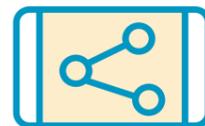
Want to know more?

If we've whetted your appetite and you want to know more, there's some good material you can go to.



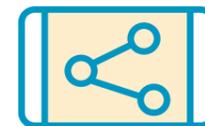
Scottish Enterprise 'Improving your workplace'

Funding, workshops and tips on increasing productivity, efficiency, staff moral by optimising processes, floor layout. etc.



Work with your community

Tips to increase your company profile in your local area to help recruitment.



Scottish Enterprise People, Place and Practice workshops

Find out about various workshops you or your managers can attend to improve employee engagement, productivity, people management skills and leadership.

Checklist

Are you getting it right with people, place and practice?

★ = Poor ★★ = Okay ★★★ = Good ★★★★★ = Excellent

You can use this checklist to help you assess whether you have a great place to work. As well as looking at these questions yourself, it's good practice to ask your team or a cross-section of employees to give a rating too, so you can compare scores. If you let them do it anonymously, they're more likely to give honest feedback.

Practice 	★	★★	★★★	★★★★	Comments
Do you have a reputation as a great employer?					
How do your workforce feel about management and working practices?					
How do your working practices compare with other businesses?					
Do your managers know how to engage effectively, nurture commitment and motivate people?					
Do you have practices in place that engage your people in improving productivity?					
Do you engage with your local community, including schools, to attract potential employees?					
How could you improve your working practices and management?					
How could you promote your reputation to potential employees?					

People 	★	★★	★★★	★★★★	Comments
Do you engage with and listen to your people?					
Do people feel able to raise challenges and suggest improvements to your managers and you?					
Do you offer development opportunities so people are better equipped to contribute to your business?					
Do you provide career paths to encourage ambitious people to stay?					
How could you build a more engaged and productive workforce?					

Place 	★	★★	★★★	★★★★	Comments
Does your work environment encourage efficient working?					
Is your work environment an enjoyable place to work?					
Do you offer flexible working so that employees can balance their family and work time?					
Do you provide opportunities for (supported) remote working for some roles in your business?					
How could you improve your working environment and make it a great place to work?					



Case study

Entier

www.entier-services.com

Catering companies have always found it challenging to attract talent, both experienced and new. When we launched in 2008, we wanted to be an employer of choice. We decided to invest in training and development from the outset, identifying our talent from within. We offer Modern Apprenticeships across the business such as HR, Finance, Sales and Marketing and HSEQ.

In 2010 we launched Fresh Olives, our Apprentice Programme. We work closely with education to recruit the best straight from school. Our Head of HR, Executive Chef and a Fresh Olive visits schools regularly.

Those wishing to pursue a career in catering are taught by our Executive Chef and an initial selection is made. These young people come to our Training Academy with teachers and parents and carry out a 'cook off' which is judged by a renowned chef, our Executive Chef and our CEO. At least three successful young people are chosen as our next culinary apprentices.

All Fresh Olives receive training to SVQ level III, and also get exciting opportunities like masterclasses from internationally acclaimed chefs. As a group they have to run a mock company from start-up, with proceeds of their success going to a charity of their choice. This has given them their first exposure to business skills.

We also give them social skills exposure. They attend, then host a table at appropriate black tie events and they presented the awards at our prestigious Employee Recognition event for 300 people - the Shine Awards.

Thanks to programmes like Fresh Olives— and our wider investment in skills - we have achieved the highest standards in IIYP and liP - Gold and Platinum respectively.



“We work closely with education to recruit the best straight from school.”

Boost your business by attracting young people

Hiring young people can fill gaps and create a pipeline of talent for the future, which in turn will support your succession planning.

There's another reason to attract them too – they can be an excellent source of new ideas, especially since some of your customers (and future customers) will be their age.



So how do you attract young people?



Engage with your local community

to promote your reputation as a great employer. This could be anything from sponsoring young people's activities to encouraging school visits and placements. Word of mouth is really important in drawing in young people.

Offer career opportunities and clear paths to progress so young people can see the options ahead of them, and a reason for choosing your business. Do this for different entry levels.

Build links with schools to raise awareness of career opportunities. This builds community connections and could convince young people to join you as an apprentice. It could also inspire others to choose further education routes that develop knowledge and skills you'll need in the future.

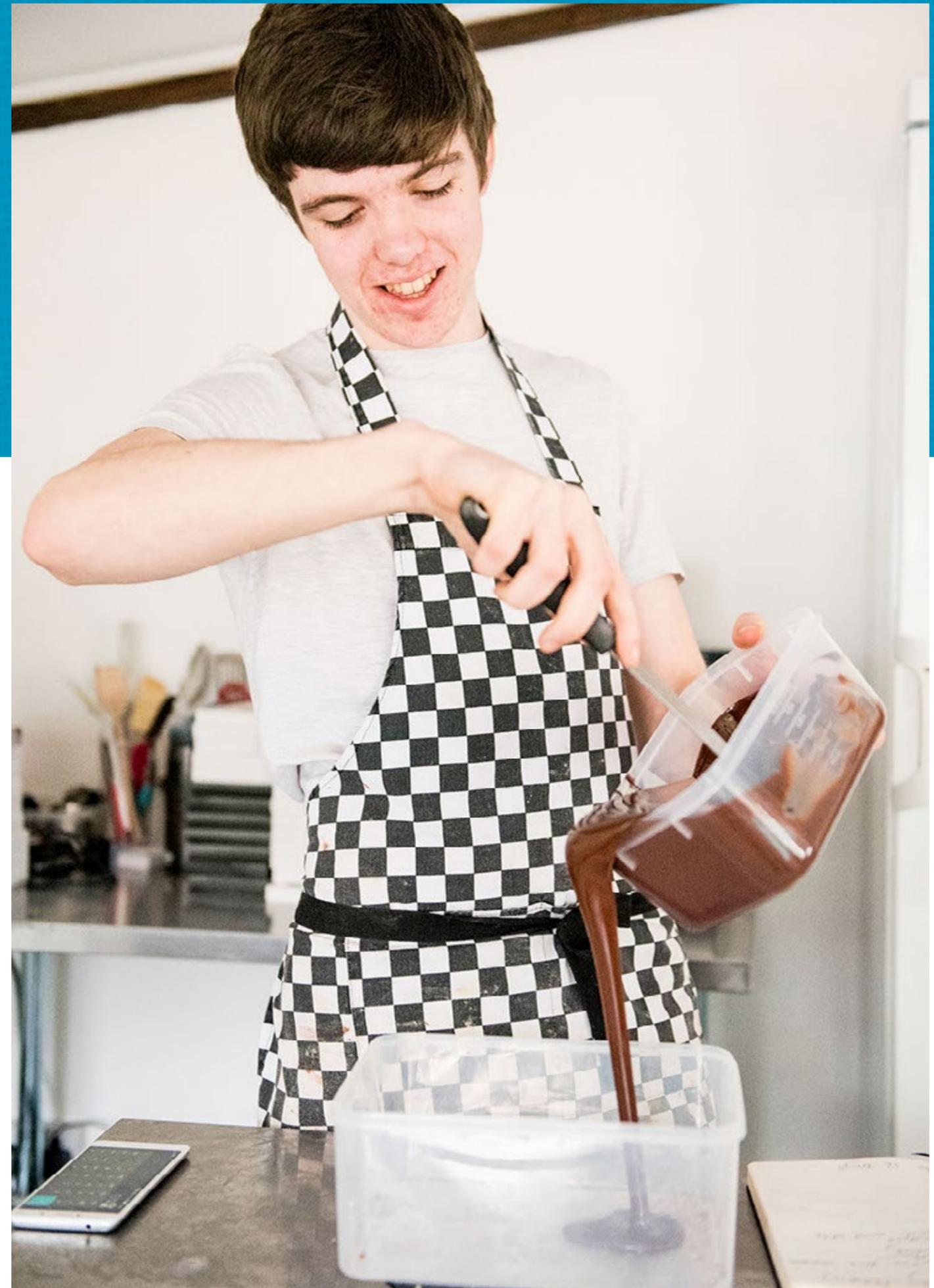
Emphasise that working in food and drink in Scotland is **being part of something great**. There's more advice on this at [Promoting food and drink as a career of choice](#).

Provide **work experience** for young people, and make it interesting.

Develop roles for apprentices and show them potential career paths. There's support to help you offer a range of different types of [apprenticeships](#) including Foundation Apprenticeships, Modern Apprenticeships and Graduate Apprenticeships www.apprenticeships.scot

Build links with colleges and universities. You could provide work experience, internship and project opportunities for students whose skills will be useful, eg engineering or administration students.

Engage with your local [Developing the Young Workforce](#) group. You'll meet other employers in your area, and see how they're **building a talent pipeline**. There may be opportunities to collaborate on internships too.



A quick guide to apprenticeships



Scottish Apprenticeships are a flexible and affordable way to attract young people and develop your workforce.

Over 12,000 businesses in Scotland already have apprenticeships, and it's probably easier than you think to join them. Here's a simple four-point guide:

1 **Decide what type of apprenticeship(s) would work best for your business: Foundation, Modern or Graduate. At [apprenticeships.scot](https://www.apprenticeships.scot), you can see different types of apprenticeship designed for food and drink businesses, and arrange a chat with an adviser.**

2 **Check out the funding available to help you. For Foundation Apprenticeships, there's no financial cost to the employer, and for other types, you can get financial support. You'll see more on [apprenticeships.scot/for-employers/](https://www.apprenticeships.scot/for-employers/) in the section on 'Funding'.**

3 **Arrange the training element. Here again, there's plenty of support and advice available on [apprenticeships.scot](https://www.apprenticeships.scot)**

4 **With everything set up, you're ready to advertise your role. You can do this for free on [apprenticeships.scot](https://www.apprenticeships.scot) and they also publish vacancies on partner sites. To make sure your recruitment process runs like clockwork, follow our tips in '[Recruitment](#)'.**

Need more help? If you can't find what you need on [apprenticeships.scot](https://www.apprenticeships.scot), give them a call on 0800 783 6000.

And one more thing: remember that apprenticeships aren't just a way to recruit new talent, you can also use them to upskill your existing staff.



	Foundation Apprenticeships	Modern Apprenticeships	Graduate Apprenticeships
Suitable for	School pupils	New & existing employees aged 16+	New & existing employees aged 16+
Duration	Usually 2 academic years	Depends on employee's qualifications & level	Up to 4 yrs, depending on employee's qualifications & the programme
What happens	Pupils get time with local learning provider and work experience with you	Employees learn on the job, and with learning provider	Employees spend majority of time with you, with learning supported by a college or university



Want to know more?

Take a look at our tips on diversity and look at these great external links too.



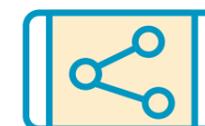
What do young people look for in a job?

Read this summary report from the World Economic Forum.



Becoming an employer of choice in your community

Find out how to engage with your local community and position yourself as an employer of choice.



Connect with schools

Find out how to connect with schools.



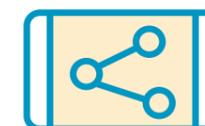
Work experience

Find out best practice ways to offer work experience.



Connect with colleges and universities

Find out how to connect with colleges and universities.



Investors in Young People accreditation

This is a framework that supports organisations to implement best practice for recruiting, retaining and developing young people. See how it could work in your own business.



Checklist

How are you doing with young workers?

★ = Poor ★★ = Okay ★★★ = Good ★★★★★ = Excellent

You can use this checklist to help you assess whether you have a great place to work. As well as looking at these questions yourself, it's good practice to ask your team or a cross-section of employees to give a rating too, so you can compare scores. If you let them do it anonymously, they're more likely to give honest feedback.

Young workers	★	★★	★★★	★★★★	Comments
Do you have a youth-friendly culture?					
Are you showing young employees & potential employees the career opportunities you offer?					
Do you have links with local schools?					
Do you offer work experience to young people?					
Do you offer a range of apprenticeships?					
Do you engage with colleges & universities, eg through internships or opportunities for projects?					
Is there anything else you could do to attract young workers and make them feel valued?					



Case study

Dawnfresh

www.dawnfresh.com

At Dawnfresh we farm and process seafood, working with the best retailers in the UK and also exporting to markets across the globe. The company employs more than 640 full time staff and up to 200 additional temporary workers during peak periods. We believe that great people make a great business and we invest in our people to promote our culture of excellence.

At Dawnfresh we believe that great people make a great business and we invest in our people to promote our culture of excellence.

Bringing young people into our business is important to us and we recognised that we needed to take an innovative approach to engage with young people both to attract and retain them. Working with Skills Development Scotland we have successfully run Tasty Jobs certificate of work readiness programmes, aimed at young people aged 16-24. We recruit groups of 4-5 young people who spend 6 weeks on the programme. They spend 4 days with us and attend training through a local training provider one day per week.

During the programme they spend one week rotating round different parts of our business e.g. on the factory floor, in Engineering and in New Product Development. For many of the young people who join us through Tasty Jobs, it is their first experience of the world of work so we provide them with a buddy, a colleague who helps them out with any practical day-to-day challenges they might face and sits with them for a chat at lunchtime. We also connect them with a mentor whose role is to coach them to help them develop their skills.

At the end of the programme we often have department heads fighting over offering a job to the young people! We have some fantastic success stories! We have two young people in New Product Development; one is a chef and the other works on factory trials and liaises with our customers. Another of our Tasty Jobs graduates was employed in engineering and is now a fully served engineer. All are fantastic employees!



Diversity

33% of people employed in Scotland are over the age of 50 and there are unlikely to be enough younger people entering the labour market to replace this group when they retire. It's therefore a good idea to try thinking more flexibly about who could work for you – ie beyond the type of people you have now, and the type of young new recruits you've had previously.



How to mix it up successfully



'Diversity' is a term used all over the place, but what does it actually mean in practice?

It's about much more than age and gender. And it's about being inclusive as well as diverse. In other words, your culture, physical premises and training provision, among other things, should bring out the best in a wide range of people:

- › Consider the range of people you could attract, for example: people returning to work perhaps after having children or caring for a relative; people looking to move into a different type of role or for a change of career; and young people looking to build a career. Check that job description and structure (working hours) meet the needs of the people you wish to attract.
- › Think about how your business appears to potential employees from different backgrounds and of different ages. Ensure your website, social media, communications and recruitment and management practices **portray an inclusive culture.**
- › Could you have ambassadors or case studies to **show you're inclusive?**
- › Is there an opportunity to offer jobs that include a **mix of activities?** This could make jobs more interesting and attractive to potential employees.
- › Are there **potential career paths** you can highlight to ensure development opportunities are communicated to potential employees? With this one, think about the development opportunities returners or career changers may want, as well as young people.
- › Employers who offer **flexible work arrangements** are more likely to be able to attract and retain a diverse workforce, so think about how you could do this, or do it better.
- › Ensure your managers understand the benefits of a diverse workforce and can manage fairly and inclusively. They may need some **training** in this.



Diverse businesses are often better businesses.

The benefits of diversity go beyond filling a few vacancies. There's a vast amount of evidence showing that a diverse workforce can bring better problem-solving and innovation. When people bring different experience and perspectives to the table, challenges can be solved and great ideas generated.

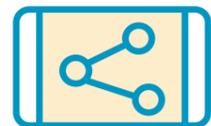
Employee turnover can also improve – people like to work in an interesting environment where they feel happy and accepted.

But to get these benefits, you have to make diversity work. There's less point in having different perspectives and experience if some types of people get a better deal or have a louder voice than others.



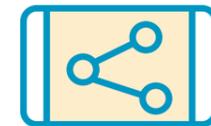
Want to know more?

If you want to know more about the benefits of diversity and how to manage it in your business, take a look at the following.



Diversity and your business

Why diversity is good for your business.



Diversity and inclusion (CIPD)

Good practice for managing diversity and inclusion (free registration with CIPD is required to access the full report).



Checklist

Are you doing the right thing on diversity?

★ = Poor ★★ = Okay ★★★ = Good ★★★★ = Excellent

You can use this checklist to help you assess whether you have a great place to work. As well as looking at these questions yourself, it's good practice to ask your team or a cross-section of employees to give a rating too, so you can compare scores. If you let them do it anonymously, they're more likely to give honest feedback.

Diversity

	★	★★	★★★	★★★★	Comments
Is the culture in your workplace diverse and inclusive?					
Do your website, social media and comms show you're inclusive?					
Do your recruitment practices promote diversity?					
Do you offer career development paths for recruits such as returners, career changers or part-timers?					
Do you offer flexible working so people can balance family and work?					
Are you offering the flexible working policies that people want?					
Do you provide remote working for some roles in your business?					
Have your managers been trained on managing a diverse workforce?					
How could the culture in your workplace be made more diverse and inclusive?					

Promoting food & drink as a great career



One way to help attract great people to your business is to promote the food and drink sector generally.

People of all ages like to have a job that matters; they want to work in a sector that they think is important, interesting and/or has status. So, show people the many reasons to work in Scotland's food and drink sector.

For a start, there are dozens of different career paths. Whether they're a scientist or ideas person, great at fixing things or better at selling or planning, a career in food & drink lets them be whatever they want to be.

Relate this to your own business, showing them all the different roles and opportunities.

Tell them they can also be part of something great. Food and drink is one of Scotland's largest employers, and we export to over 105 countries.

It's also a place where they can feel good about their future. People will always want to eat and drink, and there'll always be careers to get their teeth into. There's a plan in place to double the value of Scottish food & drink turnover to £30bn by 2030, so there'll be chances to train, learn new skills and go further – including in your own business.

And tell them there's one more reason why food and drink careers are the pick of the crop – jobs in this industry can be hard work but people like to enjoy themselves. And getting the occasional free sample of food and drink isn't so bad either!



Recruitment

Effective recruitment is vital for every business – you know that already. But it's easy to overlook that recruitment is not just about finding the right people for immediate vacancies. The people you recruit now can deliver the longer-term success of your business.

This means that an effective recruitment approach needs to consider how you identify and recruit people with the potential for development. You'll need to compete with other businesses in the food and drink industry and employers in other industries. You may also need to work on your attractiveness as an employer.

Factors which can impact on your ability to recruit effectively include:

- › **How your business is perceived by potential employees, both in your local community and by those who may be considering relocating.**
- › **The job itself and potential career paths.**
- › **The development opportunities you offer.**
- › **The working environment and practices such as shift patterns and flexible working opportunities.**
- › **Your recruitment process and practices.**
- › **The salary and remuneration package you offer.**



Ten ways to make yourself an employer of choice



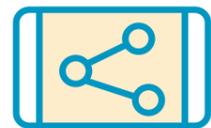
- 1** Consider how your business is perceived by potential employees and ensure your website and social media activities communicate your values, culture and commitment to being a great employer.
- 2** Engage with your local community and promote career opportunities and your commitment to being a great employer.
- 3** Design job roles that are attractive. You could perhaps enhance roles by incorporating variety and the opportunity to work in different parts of your business. You could also offer options to gain knowledge and skills that could lead to promotion opportunities and career development.
- 4** Provide development opportunities that will appeal to ambitious people, for example, learning opportunities that could help them become a supervisor, team leader or manager.
- 5** Ensure your working environment is the best it can be; this includes areas where job tasks are performed, the machinery and IT equipment employees use, and facilities for employees during breaks.
- 6** Consider whether any shift patterns you offer are attractive or if they could be made more attractive – eg, you could put new starts on the afternoon shift instead of 6am.
- 7** See if you could build greater flexibility into working practices, for example, could some roles include opportunities for remote working for part of a working week?
- 8** Your recruitment process and practices are the first touchpoints prospective employees have with your business and will influence how they perceive your business. Consider the impression you are making.
- 9** A recruitment interview is a two-way process. Your focus will be on evaluating the candidate but he or she will also be assessing whether your business is an attractive place to work. Consider if managers involved in recruitment are modelling values, attitudes and behaviours that align to the culture you want in your business.
- 10** Ensure you offer a salary appropriate to the job role. If a potential employee considers the salary to be broadly in line with similar opportunities, the wider remuneration package, working environment, culture and development opportunities then may make your job opportunity more attractive than others.





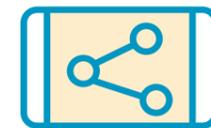
Taking things further

There are other things you can do to make yourself an attractive employer – it's worth looking at the sections in this handbook on [Boost your business by attracting young people](#), [Diversity: How to mix it up successfully](#) and [How to create a great place to work](#).



Build your reputation

Tips on how to engage with your local community and build your reputation as an employer.



Recruitment factsheet (CIPD)

Read about best practice recruitment approaches in this Factsheet from CIPD (free registration with CIPD is required to access the full factsheet).



Checklist

Are you well on the way to being an employer of choice?

★ = Poor ★★ = Okay ★★★ = Good ★★★★ = Excellent

You can use this checklist to help you assess whether you have a great place to work. As well as looking at these questions yourself, it's good practice to ask your team or a cross-section of employees to give a rating too, so you can compare scores. If you let them do it anonymously, they're more likely to give honest feedback.

Becoming an employer of choice

	★	★★	★★★	★★★★	Comments
Does your website & social media show your culture and commitment to being a great employer?					
Are you promoting yourself as a good employer to the local community?					
Have you designed job roles that are attractive?					
Do you offer employees the opportunity to work in different parts of your business and gain knowledge and skills that could help them move to other roles?					
Do you provide development opportunities that appeal to ambitious people?					
Are your shift patterns attractive to the type of people you want to attract and retain?					
Does your work environment appear an enjoyable place to work?					
Do you offer working practices such as flexible or remote working?					
Are your recruitment processes & practices creating the best first impression of your company?					
Are the managers involved in recruitment modeling the values, attitudes & behaviours you want in your business?					
Are you offering a fair salary appropriate to the job role and in line with similar roles in the food and drink industry and other local employers?					
How could you do any of these things better?					



Case study

Lindores Abbey Distillery

lindoresabbeydistillery.com

Lindores Abbey is a whisky distillery with a visitor centre, near Newburgh in Fife. We use the visitor centre for tours and tastings but also as a venue for weddings, corporate dinners etc. We have 35 staff, a mixture of full-time, part-time and seasonal.

“To attract good staff, we often offer training to people with little or no experience. This helps them and helps us too.”

To raise our profile as a local business and a great place to work, we sponsor the football team, bowls team and local flower show. We do talks for Probus groups and Rotary clubs, host the local primary school for its Christmas party, and do other one-off projects and events with the school and local community.

To attract good staff, we often offer training to

people with little or no experience. This helps them and helps us too. We mostly train them in-house, but we do send staff on training courses when available, and Fife Business Gateway and the Chamber of Commerce have been useful.

Because we're a young company, people benefit from being 'in on the ground floor' and their career paths can be more flexible. It's been most rewarding watching our staff grow and evolve in probably unexpected directions. For example, in the distillery, we employ an experienced distillery manager, but the other three members of the distillery team had zero experience when they started. Our senior stillman has been our plumber for the last 10 years, and his two 'trainees' joined us as a gardener and a waiter respectively. We are putting them through the distilling and brewing qualifications, and all are now on the first or second rung of a new career – it's great to see.



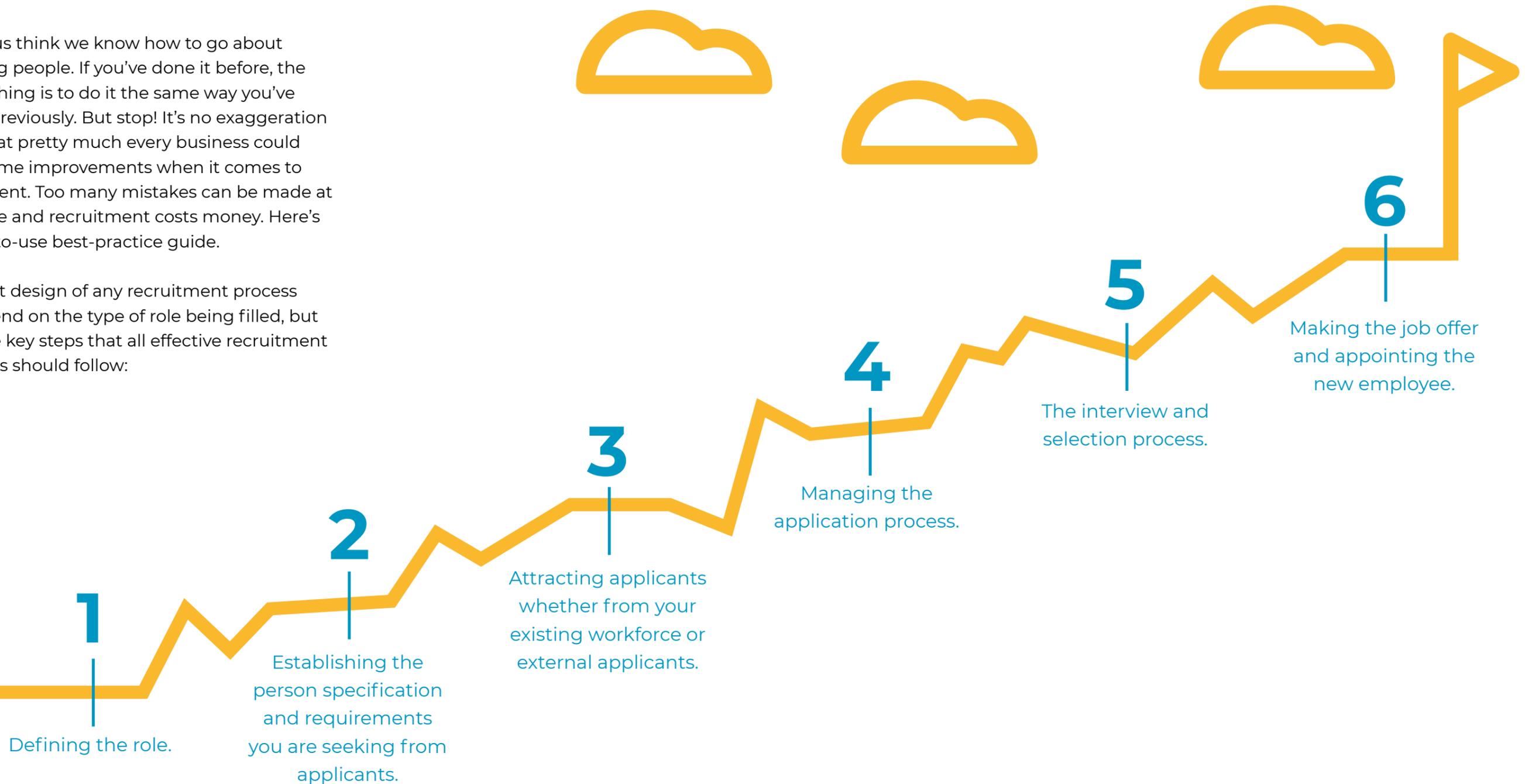


Recruitment best practice

A step-by-step guide

Most of us think we know how to go about recruiting people. If you've done it before, the natural thing is to do it the same way you've done it previously. But stop! It's no exaggeration to say that pretty much every business could make some improvements when it comes to recruitment. Too many mistakes can be made at this stage and recruitment costs money. Here's an easy-to-use best-practice guide.

The exact design of any recruitment process will depend on the type of role being filled, but there are key steps that all effective recruitment processes should follow:





Recruitment best practice

A step-by-step guide in detail

1 Defining the role

The job role should clearly define the tasks and responsibilities.

Take professional advice to get the current correct legal guidance on contracts, occupational health etc.

You may simply require to fill vacant posts but it's always an opportunity to step back and redefine a job role. For example, if you have experienced a high turnover of people in a particular job, you could add more variety to the role, re-evaluate the type of person you recruit, or adjust working patterns to be more appealing.

For creating new roles, ask other people in the business about how this might fit in best with existing positions as they'll bring a different perspective.

2 Establishing the person specification

This should outline the criteria you're going to use to select a candidate, eg good team player / self-motivated / methodical approach / attention to detail.

It's important the person spec provides equal opportunity and doesn't discriminate against anyone. Being aware of unconscious bias when creating job specs, writing job advertisements and selecting candidates is important.

3 Attracting applicants

The approaches you use to advertise your vacant roles will depend on your business, location and the types of applicants you wish to attract.

Do you have people in your existing workforce with the potential to develop to do the job? It could be a nice career development opportunity.

To attract external candidates, the best ambassadors for your business are your own workforce so ask them to spread the word locally, on LinkedIn and social media.

When advertising roles, remember to include any potential career development opportunities and emphasise that working in food and drink in Scotland is being part of something great. There's more advice on this at [Promoting food and drink as a career of choice](#).



Recruitment best practice

A step-by-step guide in detail

4 The application process

CVs and/or application forms? The benefit of an application form is that you can directly compare applicants more easily on how their knowledge and experience fit with the requirements of the job. It also lets you gauge their written communication ability.

If you're filling a few similar vacancies, you could bring a group of candidates together and use an 'assessment centre' approach. This means designing a series of interviews and activities so those involved in the recruitment process can assess and compare candidates.

For some roles, you may wish to use psychometric testing. This can give you insights into a candidate's preferred ways of working and how they fit the role and your team.

Why not use a combination of these to create a shortlist of candidates?

5 The interview and the selection process

It's good to involve a group of people/managers in the recruitment interview so that strengths or disadvantages of candidates are not missed.

Agree key interview questions and prepare a document on which all interviewers can make notes and score candidates' responses. That way candidates are asked the same questions; the interview panel can discuss candidate responses afterwards and the documents can be used to help feedback to unsuccessful candidates.

It's essential that questions asked at interview are fair to all candidates and consider equality of opportunity for all.

This is also your opportunity to promote your business and opportunities you can provide e.g. training, development and career progression.

6 Making the job offer and appointing the new employee

Get the relationship off to a welcoming start, give them a call to tell them the good news! It's good practice to make offers of employment in writing, however, note that a verbal offer of employment made in an interview is as legally binding as a letter to the candidate.

Employers have a responsibility to check that applicants have the right to work in the UK, before making a job offer.

Let candidates know if you're following up on their references. Notify unsuccessful candidates promptly in writing and offer to provide feedback. If you've used psychometric testing, any feedback on the results should be delivered by someone qualified to interpret and provide feedback.



Top tips from an international premium spirits company

Edrington - International Spirits Company

www.edrington.com

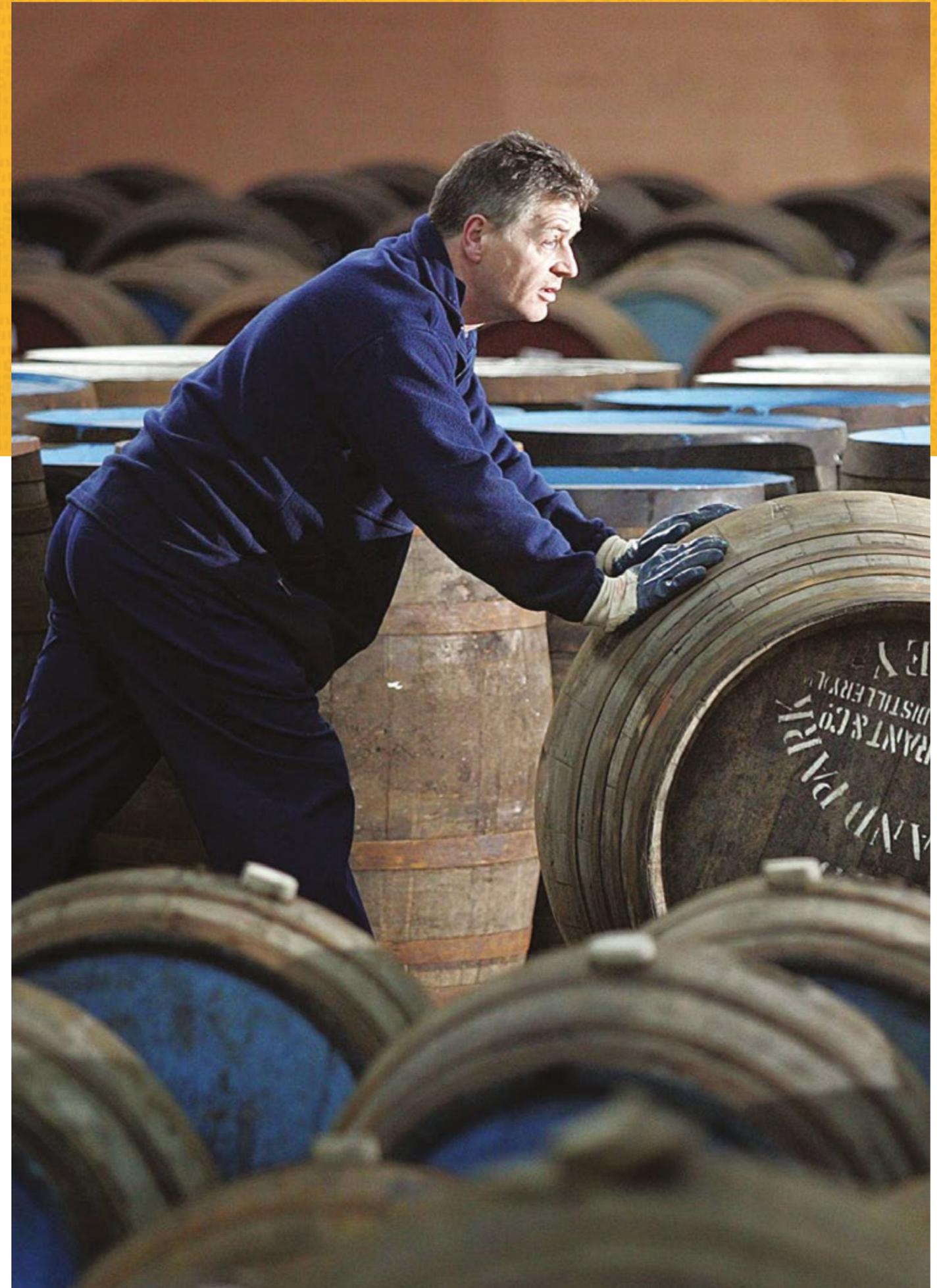
Don't just use a single place for talent attraction. Depending on the roles that you are recruiting you will find your talent in a variety of different places – get as creative about this as you would in engaging your consumers! But before you do this make sure that you have the infrastructure in place to manage the responses that you will get because the candidate experience has never been more important.

The candidate experience is no longer a nice to have, it's essential for all organisations.

The candidate experience is no longer a nice to have, it's essential for all organisations. Candidates have more choice than ever before about who they work for and access to forums like [Glassdoor](https://www.glassdoor.com/) to share their experiences. Make sure that you are giving

candidates the best experience that you can because they might not be right for you right now but they might be in the future, or know people who are. And you shouldn't forget that candidates are also potential consumers, and you should treat them in the same way.

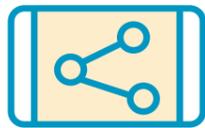
You need to be authentic for candidates and have a robust selection process so that you are hiring the right people for the right reasons and they are joining you because the opportunity aligns with their own motivations. *Recruit the best you can find and don't compromise on who you bring in to your business.* You will get more out of exceptional talent that stays with you for a shorter period than you will for someone who's OK that stays for a long time. Hire people who bring a diversity of experience to your team and challenges your way of thinking through their curiosity because it will help to drive your business forward. They may also stay with you longer if they have joined your business because they are working for you for a reason that is bigger than their monthly pay cheque.





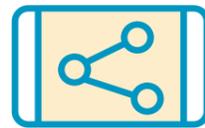
Want to know more?

There's great information available if you want to know more about best-practice recruitment. We particularly like:



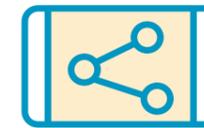
Recruitment checklist

Strengthen your approach to recruitment with this more detailed guide.



Unconscious bias

Useful information to help you ensure that your recruitment process is fair and avoid unconscious bias.



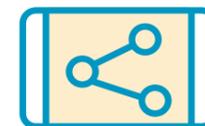
Recruitment template

Download job description and person specification templates and job applications and two examples (ACAS).



Interview checklist

A useful checklist for the best from interviews.



Selection methods and factsheets (CIPD)

Best practice selection methods from the CIPD (free registration with CIPD is required to access the full factsheet).



Checklist

Should you improve your recruitment processes?

★ = Poor ★★ = Okay ★★★ = Good ★★★★ = Excellent

You can use this checklist to help you assess whether you have a great place to work. As well as looking at these questions yourself, it's good practice to ask your team or a cross-section of employees to give a rating too, so you can compare scores. If you let them do it anonymously, they're more likely to give honest feedback.

Recruitment processes	★	★★	★★★	★★★★	Comments
Before recruiting, do you review requirements and define the tasks and responsibilities of the role?					
Do you check the person spec for the role, to ensure it provides equal opportunity?					
When you have vacancies, do you offer opportunities to your existing workforce?					
Are your recruitment ads reaching the people you want to attract?					
Do you adapt your recruitment processes, so you're using the best approach for each role?					
Do you use a structured set of interviews so you can assess all candidates fairly?					
Do you have a diverse mix of perspectives on your interview panels?					
Do you check the right to work in the UK and take up references?					
Do you provide written job offers?					
Do you inform unsuccessful candidates in writing promptly and offer feedback?					
How could you do any of these things better?					

Are you meeting your legal obligations on recruitment?



It's important to be aware of your legal responsibilities as an employer and to keep up to date with changing regulations. Here's a quick checklist:

- › **Ensuring you are paying the National Minimum Wage and ideally the National Living Wage – this is the minimum wage an employer can pay and is set by government and reviewed and updated regularly. Any employer found to be paying lower than the National Minimum Wage can be prosecuted by HMRC and will also be named and shamed.**
- › **Providing a written statement of terms and conditions of employment - this is a written statement covering key information, such as names of employer and employee, date employment started, job location, working hours, holiday entitlement, job title and description and pay details. Employers must issue a written statement of terms and conditions of employment within two months of an employee starting work.**
- › **Providing wage slips showing appropriate pay deductions such as tax, national insurance and pension contributions. You must pay tax and national insurance contributions to HMRC and any employer pension contributions to your agreed pension provider.**
- › **Ensuring you have appropriate level of employment related insurances in place. It is a legal obligation for employers to have Employers Liability and Public Liability Insurance.**
- › **Ensuring your HR records comply with GDPR regulations which require businesses to inform employees of the purpose and use of their personal data, and give a clear explanation of how it will be treated. Employees must consent freely to the use and processing of their data.**



A word of warning, though. This is certainly not an exclusive list, and employment law is constantly changing so check the links for updates. Employers need to meet legal obligations so you should consult a suitably qualified and experienced employment law / accountancy professional who can provide expert advice tailored to the specific needs of your business.



Want to know more?

Here's where to go for more information on your legal obligations.



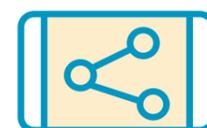
Employment responsibilities

This ACAS website has user-friendly information about your responsibilities as an employer.



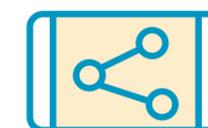
National Minimum Wage and National Living Wage

Find out the minimum pay per hour.



Written terms of employment

Download an example written terms of employment.

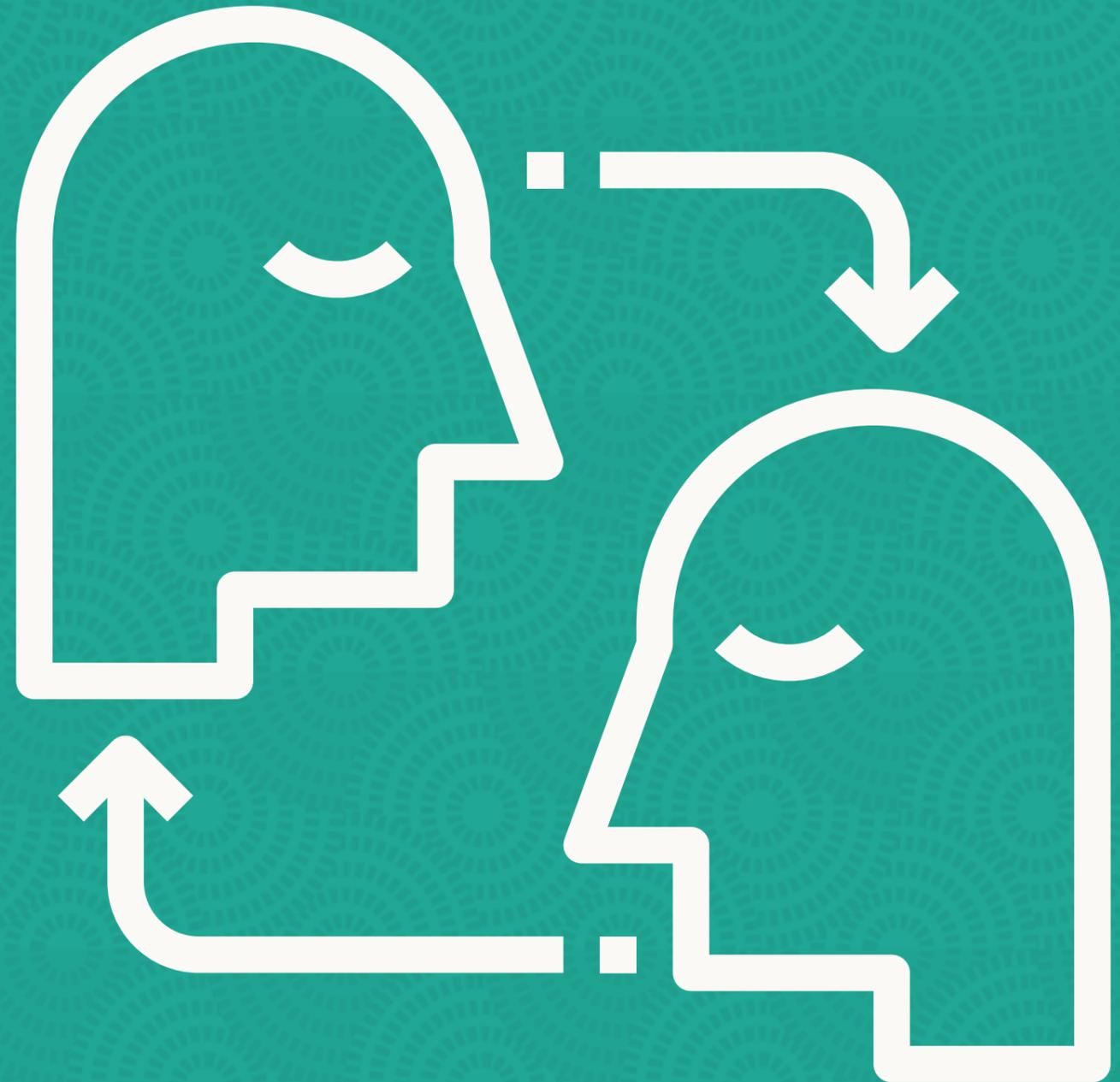


Read GDPR factsheet (CIPD)

Information relating to GDPR and HR practices (free registration with CIPD is required to access the full factsheet).

Induction

If you've been in your job a long time, or run your own business, you may not remember just how you felt on your first day or week in your job. But induction – basically what happens when people start – is a crucial part of recruitment and staff retention.



Before people start



First impressions really count and an effective induction will make a new employee feel welcome, boost their morale, build commitment to the business, and help them do their job effectively. It's as important for temporary staff as for permanent roles and particularly important for young people who may be starting their first job.

As a result, you want everyone involved in the induction process to know what they need to do, and the best way to do this is usually through a structured induction process. This can include key information and practices that are appropriate for every role in your business, and then be tailored for the specific team and role.

A good induction process starts before an employee's first day at work.

Plan what information is appropriate to send to new employees before they arrive for their first day at work. They'll need to know the basics such as working hours, information

A good induction process starts before an employee's first day at work.

about what to wear or avoid, parking or travel, and the like, but you could send them other information too.

For example, you could prepare and send an information pack with an overview of your company, your ambitions, the culture you strive to create and the development opportunities you seek to offer.

Remember the purpose is to create a great impression with the new recruit so they are enthused and motivated to join your business.

Knowing what to expect in the first few days/weeks can reduce stress.





What to include in your induction process

Your induction process once they start will vary from role to role, but we've given you some ideas to include.

Don't, whatever you do, try to cover them all in the first morning – see the advice below about [how to deliver your induction programme](#).

Some of these activities may seem time demanding at first but will take less time than recruiting a replacement if they leave!

1 The practicalities

- › Working hours and break times.
- › How the phones, photocopier and other kit work (if appropriate for the role).
- › Your IT, internet and social media policy.
- › Safe use of equipment and personal protective equipment.
- › Information about pay, tax & national insurance, workplace schemes, expenses & expense claims, holidays, sickness & absence procedure, probation period.
- › Your policies on health and safety, accident reporting, protective clothing, specific hazards, smoking, security procedures, confidentiality and data protection.
- › Your equality & diversity policy, performance management system, disciplinary procedure and grievance procedure.

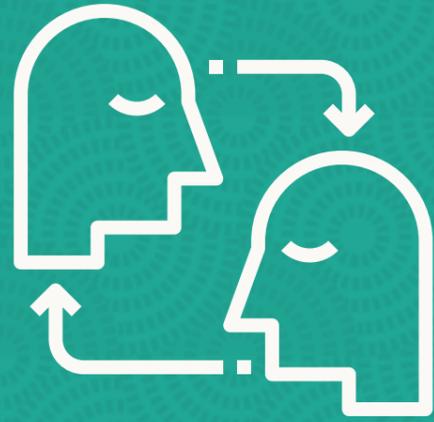
2 How they do their jobs

- › Introduce them to the tasks they're required to do, and support them to learn. Where practical, give them a written document describing activities they need to be competent to perform. Include competency measures, such as what a good job looks like, so they understand the standards required.
- › Review regularly how they're progressing with learning job tasks, e.g. after the first day, first few days, first week. They and their line manager could create a development plan which can be reviewed regularly to assess achievement and development needs.
- › Arrange training, coaching, shadowing or mentoring, if appropriate.

3 Making them feel good

- › Tell them about your company, ambitions, successes, and community engagement activities (if you haven't done that already - i.e. why we are important).
- › Explain the purpose of their role, how it fits in the team and how it contributes to the success of your business (i.e. why you are important).
- › Arrange a schedule of short meetings with other team members and key people, asking people to explain about their role and welcome the new employee.
- › Tell them (briefly) why a career in food and drink is a good one (see [Promoting food and drink as a great career](#)).
- › Introduce them to people who could help them settle in – anyone from a buddy to a returners' or lunchtime running group.

How you deliver your induction matters too



There's a huge amount of information in the list above, and it's easy to overload new employees. Spread induction over a period of time - especially with young people and returners - so that they can process the information and meet key people and managers over time.

Who manages the process counts too! It is important that someone manages the process, often this will be the line manager but it may be a role that HR undertake. It's important that the new recruit knows who is managing the process and who he or she can turn to if things aren't going to plan.

It's good practice to introduce the employee to colleagues in their immediate team on their first day at work, and consider allocating a work buddy perhaps for their first few weeks, or longer. This is particularly effective for young people in their first job.

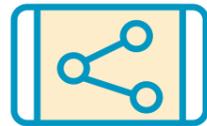
You may need to provide guidance and training for the 'buddy' on how to go about this, e.g. being proactive and having a relaxed chat regularly with the young person to find out how they're feeling and helping them with any concerns.





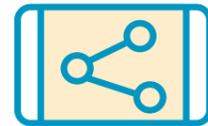
Want to know more?

We hope we've got you eager to get going on structuring your induction processes or improving them. There's some other useful materials below.



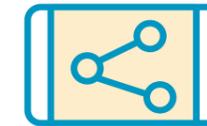
From job offer to induction

Information to guide you through the process from job offer to induction.



Induction factsheet (CIPD)

Comprehensive guide to induction (free registration with CIPD is required to access the full factsheet).



Outline of a staff induction checklist

Downloadable template for an induction process that you can adapt to fit your requirements.



Checklist

Could you improve your induction process?

★ = Poor ★★ = Okay ★★★ = Good ★★★★ = Excellent

You can use this checklist to help you assess whether you have a great place to work. As well as looking at these questions yourself, it's good practice to ask your team or a cross-section of employees to give a rating too, so you can compare scores. If you let them do it anonymously, they're more likely to give honest feedback.

Induction	★	★★	★★★	★★★★	Comments
Are you clear about who is responsible for managing the induction of each new recruit?					
Are you sending the information people need before they start?					
Does your induction cover everything people need to know about the business and their role?					
Are you giving them their induction information at the right pace?					
Are you enthusing them about working in your business and in food & drink?					
Do you provide work buddies, especially for young people?					
Is it clear to new recruits who they can turn to for support, or if things aren't going to plan?					
Which aspects of your induction process could be improved and how?					



Case study

Joseph Robertson

www.josephrobertson.co.uk

Joseph Robertson is a family-run business founded in 1878 and is now the largest employer within the food sector in the city of Aberdeen, employing over 240 people and supporting many local businesses.

Every applicant is provided with a Welcome Guide that gives a brief history of the company, the various departments in the organisation, what roles are available to them and employee testimonials.

At Joseph Roberson we understand the value in having a strong recruitment structure in place for applicants. A recent review of our induction process found that applicants knew little about the business and what roles were available to them. This resulted in levels of high turnover as applicants felt there was a lack of transparency. To give applicants a better visualisation of what it is like to work at Joseph Robertson and communicate the business values and culture we created a 'Welcome Guide'.

Every applicant is provided with a Welcome Guide that gives a brief history of the company, the various departments in the organisation, what roles are available to them and employee testimonials. The inclusion of employee testimonials was seen as the most important segment as it shows real cases of career progression within Joseph Robertson. One employee said;

"I was part of the emerging managers training course that has shown me the ins and outs of a manager's role and how to make the best use of resources provided, this has also helped me in relation with my colleagues and employees that are part of my team. It has meant that I have grown from General Operative to Retail Supervisor to my current role as Shift Manager and who knows where I am going to stop".

During this process we re-designed our application form, by reducing its length and asking the questions that really matter. This has drastically improved the application process for the majority of our applicants whose native language is not English.



All employees are provided with a full-induction programme which is then documented to them in an induction pack. Basic training in health & safety, food allergens, whistleblowing and factory rules are provided as part of the induction, once the employee starts working within the factory their training is then progressed.

We are continually identifying training gaps across the entire organisation, with the help of Skills Development Scotland who have supported us greatly in identifying our development needs. By giving employees the required skills this helped to achieve the business aims as well as grow and develop each individual. We currently have staff studying for Level 2 & 3 SVQ's, Masters in Human

Resource Management, ACCA qualification, CIMA qualification, Engineering and Graduate Apprenticeships and MCIPS. We have been able to expand the training we can provide to staff through working with North East Scotland College and Scottish Manufacturing Advisory Service's 'Lean Academy'.

In order to retain employees we believe that they must feel valued. Our quarterly employee voice committee provides an opportunity for employees to collaborate on new ideas, raise concerns and discuss ongoing projects. Managers regularly carry out appraisal meetings with their team members to identify training needs on a one-to-one basis. Our policy guarantees that everyone in the business has a tailored training programme.

Retention



How to get it right on retention



Once you have good people and people with potential, you want to keep and develop them. Having staff who like their jobs and do them well is great for productivity, and developing your people will help look after the future of your business too.

In contrast, recruitment can eat up time and resources; and having high staff turnover can make it harder to attract new people. So, it's worth paying attention to the different factors that can affect whether people stay in a job or leave it – including pay, working hours and environment, career paths, culture, and having line managers who can engage with their teams effectively.

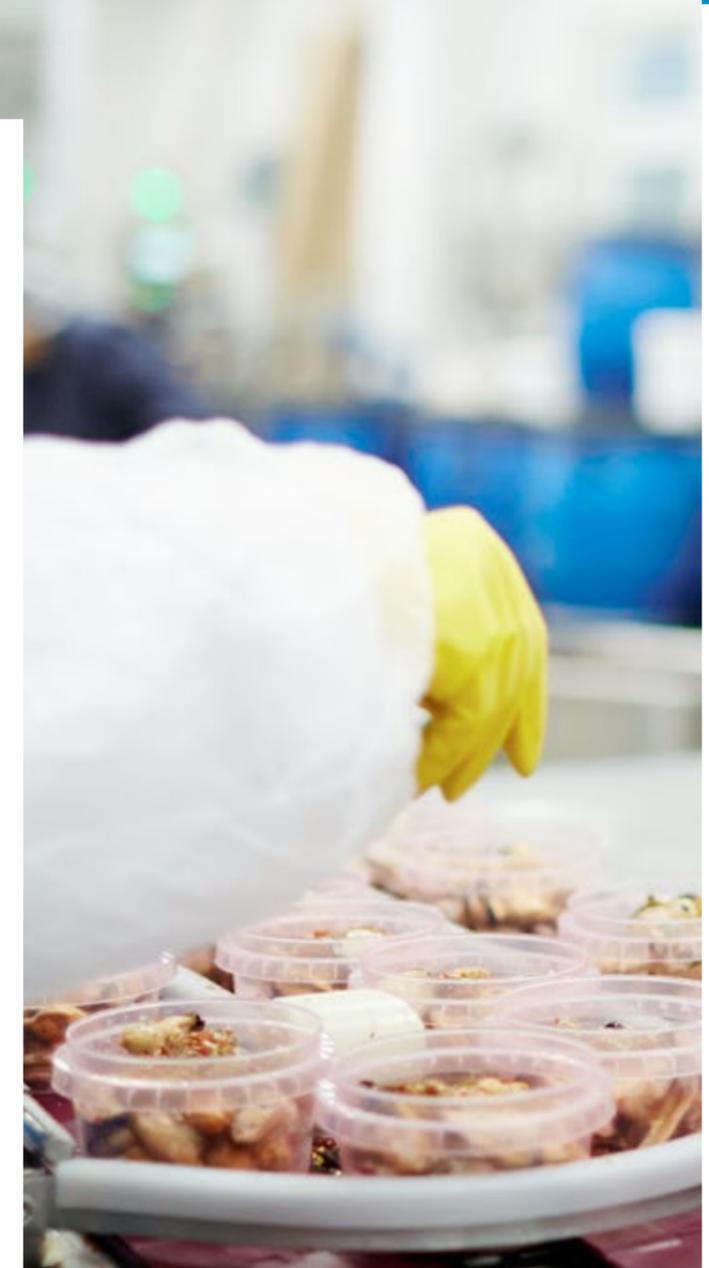
We need to talk about 'culture'.

The really hard one here is culture, because it's not something you can get 'off-the-shelf'. But it's important. Organisations with a positive culture who value their workforce and provide a great place to work have much better retention rates - including where jobs are low skilled and tasks repetitive.

Most employees experience workplace culture through the attitude and behaviours of their line manager, highlighting why you must equip them to be excellent people managers.



Twelve steps for improving employee retention



- 1** Improve your recruitment and selection processes so you're more likely to hire people who are a good fit in your team. Many employees leave (or are dismissed) within their first year of employment, and better recruitment decisions and induction can help to avoid this.
- 2** Be clear about the behaviours and values you want in your business, and ensure your managers model them. Model them yourself too - give recognition and praise where you can, and constructive feedback when required.
- 3** Develop your managers so they motivate and develop your people.
- 4** Give employees a voice - people are more likely to show commitment to the business if their views are listened to and valued.
- 5** Offer a breadth of experience within a role, with exposure to different parts of the business, e.g. through cross-team collaboration or secondments.
- 6** Provide clear development pathways and career options. Ambitious, capable people will look for career development opportunities beyond just the next role. Young people, in particular, will want to know what the possibilities are.
- 7** Provide development opportunities and promote. This gives a strong message to your workforce that you're willing to invest in them if they show commitment.
- 8** Invest in the health and wellbeing of your people has been shown to have a positive impact on productivity as well as increasing retention and reducing sickness absence.
- 9** Offer flexible working arrangements and opportunities for remote working where possible.
- 10** Demonstrate a commitment to equal opportunity and social responsibility.
- 11** Consider becoming an Investors in People recognised employer which will help you develop great people practices in your business to help you retain employees.
- 12** If retaining young people is important to your business, make sure you create a youth friendly culture. Consider becoming an Investors in Young People recognised employer which will provide you with a benchmark framework to develop practices that help retain young talent.

Want to know more?

You may not have the resources for all our 12 steps on improving employee retention, but at least try to implement some of them. The links below will be helpful.



Employee turnover and retention factsheet (CIPD)

Insights into best practice for employee retention (free registration with CIPD is required to access the full factsheet).



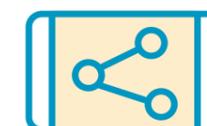
Employee engagement factsheet (CIPD)

Valuable insights into employee engagement and motivation, and practical tips on how to improve this in your business (free registration with CIPD is required to access the full factsheet).



Flexible working

Three reports relating to introducing flexible working practices.



Become an exceptional leader

Insights to help you understand the importance and impact of effective leadership, and links to leadership development opportunities.



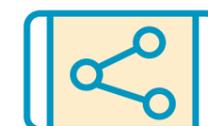
Investor in People accreditation

Find out how to start your Investors in People journey.



Investors in People case study: Loch Duart

How achieving this accreditation helped this food industry employer.



Investors in Young People accreditation

How to achieve this accreditation.



Checklist

Are you doing enough to retain good people?

★ = Poor ★★ = Okay ★★★ = Good ★★★★ = Excellent

You can use this checklist to help you assess whether you have a great place to work. As well as looking at these questions yourself, it's good practice to ask your team or a cross-section of employees to give a rating too, so you can compare scores. If you let them do it anonymously, they're more likely to give honest feedback.

Retention	★	★★	★★★	★★★★	Comments
How do you think your business performs in terms of retaining staff?					
Do you think your recruitment processes are bringing the right people to the business?					
Do you and your line managers model behaviours and values you want in your business?					
Do managers receive training so they can motivate and develop people?					
Can employees raise challenges or make suggestions?					
Do you provide clear development pathways and career options, including promotions?					
Do you and your managers show a commitment to equal opportunity and social responsibility?					
Do you invest in the health & wellbeing of your people?					
Do you offer employees the opportunity to work in different parts of your business and gain knowledge and skills that could help them move to other roles?					
Do you offer flexible working arrangements and opportunities for remote working where possible?					
Do you have a youth-friendly culture, e.g. where young people are involved in decisions and ideas?					
Could you do any of these aspects better, and how?					



Case study

Deans of Huntly Ltd

www.deans.co.uk

Dean's is a family-run business, using handcrafted baking methods and exporting to around 30 countries.

Well over a decade ago, we realised that to develop the business, we needed a strong focus on our people, including investment in training and development.

Well over a decade ago, we realised that to develop the business, we needed a strong focus on our people, including investment in training and development.

We first achieved the Investors in People (IiP) standard in January 2008. Our IiP advisor worked closely with our employees and encouraged 'open and honest feedback'. This allowed to identify areas of continuous improvement in the development of staff. We now have a wide-ranging approach to staff development, which in turn supports retention. All employees agree a training and/or development plan, as part of their twice-yearly formal appraisals, to ensure their development needs are being met.

Communication is an important part of engaging and developing staff. We share our business strategy and other business information at three annual staff sessions with at least one of the four directors.

There is also a monthly Staff/Joint Management Committee meeting, and staff can raise any issues through the employee representatives. We also communicate with staff through a quarterly newsletter (Petticoat Tales), staff notice boards, and ad hoc briefings.

Because we have a high proportion of migrant workers, a translator is always present at staff information sessions and training sessions. We also encourage English to be spoken within Production.

Our investment in our team has really paid off. We have a highly skilled and motivated workforce ready to deliver more, and feel confident that if we were to receive an additional £2 million order, we could achieve the required uplift in production.



Improve your people management



One of the most common reasons why people leave a business is a poor relationship with their manager. [We've talked in Twelve steps for improving employee retention](#) about managers modelling your values and about learning how to motivate and develop people, but how can you make this happen in practice?

We're not going to go into details on the thousands of different theories about what makes a good manager or leader, but consider the following practices you could implement or improve in your business to improve people management:

- › Identify the **culture and values** you aspire to have in your business and the behaviours that support this - for example, team-working, innovation, accountability – that's really up to you. But having chosen these, make sure that managers understand the behaviours you need them to model.

- › Ask your managers to **celebrate success and recognise team and individual achievement**.
- › Communicate potential career paths, and ensure managers are equipped to **coach and develop people**.
- › Incorporate **performance management practices into your business and include assessment against behavioural competencies so that managers and people are clear about the behaviours expected of them**.
- › Make sure your managers know how to appraise employee performance and **give feedback** effectively.
- › Encourage managers to identify **rising stars** and create development opportunities to engage them.





Want to know more?

There's so much material available on leadership and management that it's hard to know where to start. We'd recommend the following:



Leadership Essential Programme

Find out about this programme that focuses on supporting leaders to develop their organisational vision and manage change through adapting their leadership approach and developing new skills and approaches.



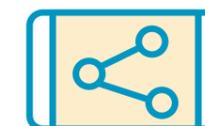
Managing People for Growth workshops

Find out how you and your managers can attend workshops designed to help you improve people management practices.



Performance management (CIPD)

A useful factsheet about managing the performance of people (free registration with CIPD is required to access the full factsheet).



Competency frameworks (CIPD)

The benefits of competency frameworks (free registration with CIPD is required to access the full factsheet).



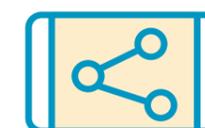
Understanding performance appraisals (CIPD)

Find out key information for conducting performance appraisals (free registration with CIPD is required to access the full factsheet).



Managing performance for small firms (ACAS)

Advice on managing the performance of people for small companies.



Example appraisal form

A selection of example appraisal forms.



Checklist

How do you score on managing your people?

★ = Poor ★★ = Okay ★★★ = Good ★★★★ = Excellent

You can use this checklist to help you assess whether you have a great place to work. As well as looking at these questions yourself, it's good practice to ask your team or a cross-section of employees to give a rating too, so you can compare scores. If you let them do it anonymously, they're more likely to give honest feedback.

Managing people	★	★★	★★★	★★★★	Comments
Do you and your managers know the culture, values and behaviours you want in your business?					
Are you and your managers actually modelling these values and behaviours day-to-day?					
Do you develop your managers so they're equipped to manage, coach and motivate?					
Do you and your managers take time to recognise individual & team achievement day-to-day, and give constructive feedback?					
Are your managers able to appraise employees' performance and give effective feedback?					
Do your managers know how to manage diverse teams effectively?					
Do your managers know your career development opportunities, so they can talk about them to staff?					
Do you have a process to get managers to identify and develop employees with potential?					
Could you do any of these aspects better, and how?					

Planning for the medium and long term



Often businesses focus on their immediate people and skills requirements, but it's important to consider the medium and longer-term requirements too. This is just as critical to a small, growing business as to a larger business.

Basically, it involves:

- › **Identifying future workforce needs.**
- › **Considering the people and skills you currently have in your business.**
- › **Assessing the gap.**
- › **Developing a plan to address it.**

All of this should be undertaken in the context of your strategic business plan, and

is fundamentally about making sure you have the roles, people and skills you need at the right time to enable you to deliver your business ambitions.

Technology, automation and global supply chain opportunities mean the business world is changing fast. It's becoming vital to engage your entire workforce in supporting innovation and the adoption of new processes and technology. [The Scottish Manufacturing Advisory Service](#) can help businesses to take advantage of new opportunities that increase productivity and boost competitiveness.

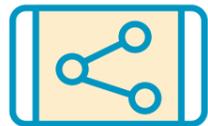
There is also free support available through Skills Development Scotland to help businesses develop people and skills plans.





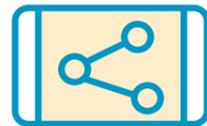
Want to know more?

Where do you start if you want to learn more about workforce planning?
Take a look at these useful links below:



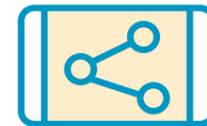
Skills for Growth

Support to develop your people and skills development plan.



Workforce Planning Factsheet (CIPD)

Valuable factsheet to help you consider the importance and process for workforce planning.



Preparing for Brexit through Workforce planning

Advice on preparing for the impact of Brexit on people resource planning.



Case study

AK Stoddart

www.akstoddart.co.uk

Stoddart's is a leading Scottish beef processing company. Quality, service, knowledge and innovation are the pillars on which we have built our business. We recognise that our success depends on us attracting, developing and retaining talented people.

“We recognised that we needed to do something different to bring more young people into our business.”

Young people are important to our business and we have not had the success we would like in recruiting and retaining them. We recognised that we needed to do something different to enable us to bring more young people into our business and create the right culture for them. We have recently set up our Butchery School aimed at young people from late teens to early twenties. The Butchery School is led by master butchers whose role is to pass on their first-class butchery skills to the young people who join us. We have employed a group of six young people who are spending their first eighteen weeks with us in the Butchery School. We have developed career

paths so that the young people can see the opportunities there are for them to progress and build a career with us. They are spending time with farmers in our supply chain to learn about the importance of quality practices in animal rearing, learning knife skills and learning about the abattoir process.

We are planning to run live projects with our customers such as producing specialist cuts of meat in the Butchery School. Throughout their journey with us in the Butchery School we are engaging with the young people through social media activity, promoting what they are doing which helps them feel valued and helps us tell a wider audience of young people about the opportunities available to work with us. As they graduate from the Butchery School and are employed in new roles we will provide each young person with a buddy who will support them to overcome any challenges they may face.

Their managers will meet with them weekly to support, coach and encourage them. We are excited to welcome these young people into our team and look forward to supporting them throughout their careers.



Development

Not everyone wants to be a team leader or manager, but everyone can develop further. They need ongoing development to help them do their current role more effectively and to prepare them to take on new tasks or move into their next role.

So, whatever the skillset, expertise or role, it's worth encouraging team members to learn and develop their skills. Your focus on development should start during the induction process with managers emphasising your commitment to ongoing development. And with your younger workers, you could think about offering [apprenticeships](#).



Developing your people: why and how



I have found this to be one of the most valuable things I can be doing in my role as leader of a growing food business. There are few other activities that create such sustained value growth. I now know that creating opportunities for people to learn about how to do their work better, sometimes differently, drives engagement. I notice staff turnover levels fall, as do absences and we see productivity rise.

Creating the time and space to maximise the value of the learning requires commitment from the leadership team; however, the return on investment is real and measurable.

We have seen this approach build both competitive advantage and business returns. In addition, staff surveys confirm people place real value on this approach.

Dennis Overton,
Chairman of Aquascot Trust Ltd

Using personal development plans to improve retention.

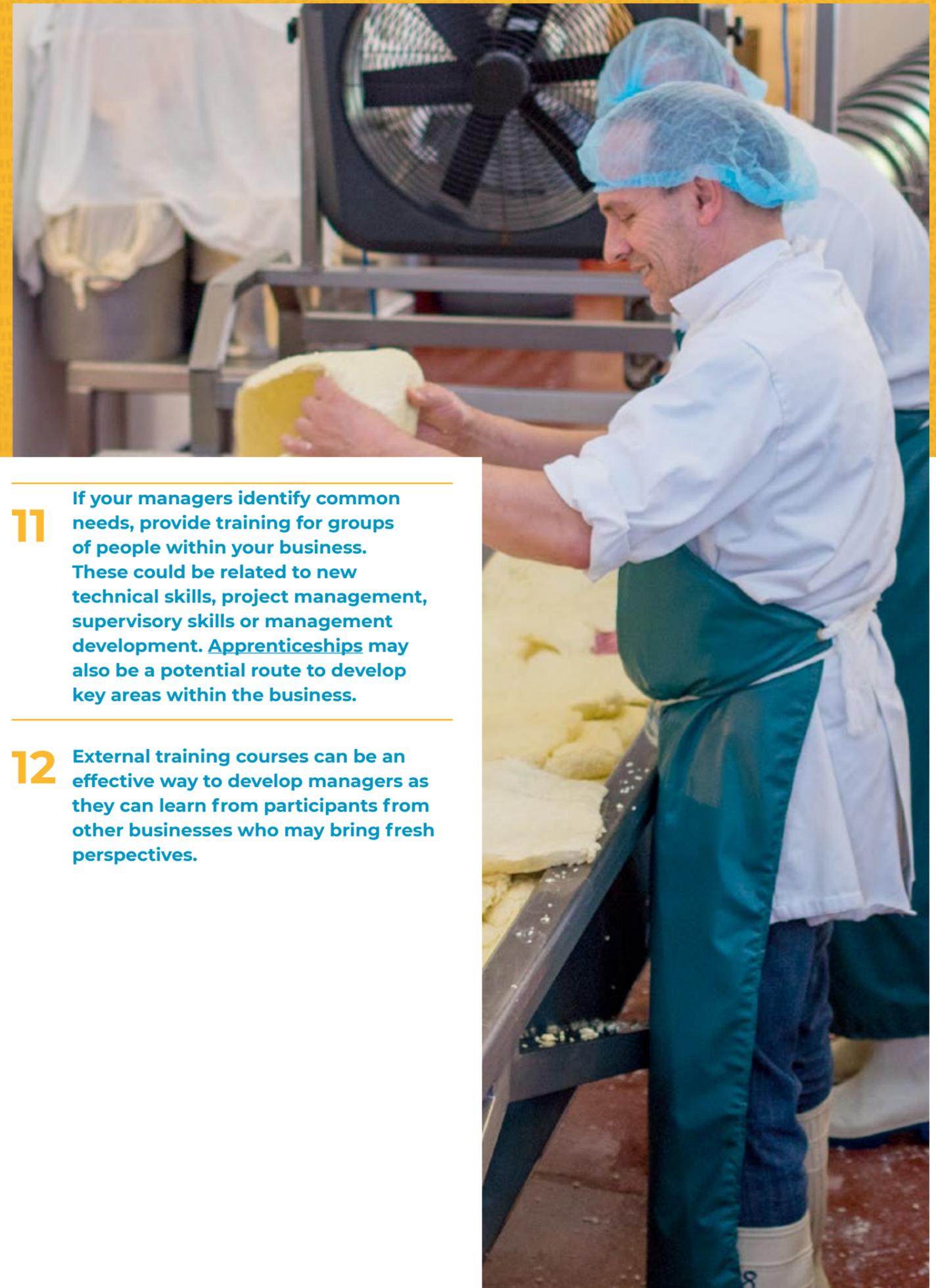
Having opportunities to develop is highly motivational. When people can map out development steps against career paths, it can improve retention. It sends a strong message about your commitment to staff, and increases the likelihood they'll develop the skills your business needs for the future.

Personal development plans shouldn't be foisted on people from above, though. Line managers should encourage people to suggest ideas for their own development, and they should work together on a plan (there's an example below). This is often done as part of the appraisal process.

And remember that development is not all about technical skills. Skills such as team working, effective communication and self-confidence will enable people to perform better and contribute to your business success.



Developing people doesn't have to be expensive



1 Managers should look for ways to develop team members on a daily basis by giving them effective feedback, either on a job done well or showing what could be improved.

2 Managers can delegate tasks and projects that will stretch individuals – always with support to ensure they can achieve the results required.

3 Offer mentoring to talented individuals, perhaps by a more experienced person within your business or by an external mentor.

4 Ask an individual to mentor another team member - this will encourage development of both the mentor and mentee.

5 Ask people to undertake specific research tasks for a team project - perhaps you want to look at ways to improve the productivity of a team? Involving people in the project team will develop their confidence, relationship-building skills, analytical skills, and wider understanding of how results are achieved through team-working.

6 Managers can ask people to deputise for them at internal briefings and team meetings.

7 Give people additional responsibilities which require them to acquire new skills or knowledge.

8 Offer the opportunity of a short-term job swap - this can help people to develop new skills and give them a wider perspective on how your business works.

9 Ask people to participate in or undertake customer and supplier visits which will increase their knowledge.

10 E-learning courses can be effective for some topics and there are a wide range of courses available in the public domain, often very inexpensive. As with any training, ensure the topic is relevant to the individual, their role and development need. It's important their line manager is involved in selecting the course(s) and follows up afterwards to assess how effective the learning experience has been.

11 If your managers identify common needs, provide training for groups of people within your business. These could be related to new technical skills, project management, supervisory skills or management development. Apprenticeships may also be a potential route to develop key areas within the business.

12 External training courses can be an effective way to develop managers as they can learn from participants from other businesses who may bring fresh perspectives.

Example of a personal development plan



A personal development plan should relate to the activities and responsibilities of the employee's role, and it's important to show how any development activities will benefit the team or business. It's useful to break development activities down into skills, knowledge and behaviours.

Below is an example of a development plan for a team leader in a warehouse, showing one example for each skill, knowledge and behaviour. In reality, when you create a personal development plan with an employee, they may have several development priorities for each of these.

After the sample plan is a template you can use yourself.

Name: A N Other Role: Warehouse Team Leader				
Skill / Knowledge / Behaviour	Current position	Desired position	Benefit to team / organisation	Development action
Skill: Create appropriate staffing rotas	Poor – does not understand how to create rotas	Able to create effective rotas	More efficient use of staff resources which can help reduce costs	Work with Warehouse Manager to learn how to create rotas by September
Knowledge: Safe operation of rider operated lift trucks	Aware of current good practice and standards	To remain aware of good practice and standards	Reduces the risk of health and safety related incidents which could be very damaging for the business	Organise a refresher course for self and relevant team members by September
Behaviour: Being confident and assertive in interactions with team	Quite confident and well-liked by the team. However, not always perceived to be assertive which impacts on work tasks not always being completed on time by team members	Confident and assertive, able to direct and motivate team members to work together effectively to complete tasks on time	Increases the efficiency and effectiveness of the team which results in work tasks being completed and deliveries to customers being dispatched on time	Work with Warehouse Manager to improve the way I am perceived by August Attend self-confidence and assertiveness training course

A personal development plan template



You can use this template to discuss development needs with your team members and create personal development plans.

Name:				
Role:				
Skill / Knowledge / Behaviour	Current position	Desired position	Benefit to team / organisation	Development action
Skill:				
Knowledge:				
Behaviour:				



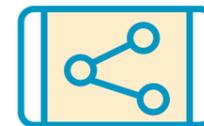
Want to know more?

Here's where to go for more information on your legal obligations.



Developing people (ACAS)

Best practice information for developing people.



Identifying learning and development needs

Informative factsheet on how to identify learning and development needs (free registration with CIPD is required to access the full factsheet).



Checklist

How do you rate on developing people?

★ = Poor ★★ = Okay ★★★ = Good ★★★★ = Excellent

You can use this checklist to help you assess whether you have a great place to work. As well as looking at these questions yourself, it's good practice to ask your team or a cross-section of employees to give a rating too, so you can compare scores. If you let them do it anonymously, they're more likely to give honest feedback.

Developing people	★	★★	★★★	★★★★	Comments
Are your managers equipped with knowledge and skills to coach and develop people?					
Are you communicating to people at all levels how to access development opportunities?					
Do all your employees have a personal development plan?					
Are there apprenticeship opportunities for younger employees?					
Do managers review and follow-up on personal development plans?					
Do you offer mentoring to people – e.g. if they're talented or need support to improve?					
Do you offer training in how to mentor?					
Do you offer opportunities for staff to learn about other parts of the business, suppliers or customers?					
Do you offer access to e-learning opportunities for different staff?					
Are you inclusive in terms of developing people, e.g. offering opportunities to people with different experiences, perspectives and working patterns?					
Could you do any of these aspects better, and how?					



Case study

Duncan Farms

www.duncanfarms.co.uk

Duncan Farms is a leading egg business, in Turriff, Aberdeenshire.

When we diversified into egg production in 2011, recruitment was a challenge for us. There were few people available locally with relevant stock management experience or to work in our packing centre.

All staff are aware of opportunity for promotion, regardless of their current position.

To grow the business, we've had to rely on training and developing our own staff. We've built a strong culture of developing people from within, using a mix of external and in-house training. All staff are aware of the opportunity for promotion, regardless of their current position.

We use online training for food safety and general health and safety, and staff have attended courses from a range of organisations from the British Egg Industry Council to the British Retail Consortium to Lantra to SRUC.

But with our stock people, the external courses on offer were too broad and/or not available locally. Instead, we developed our own blended training schemes, which include shadowing and one-to-one coaching.

All of our stockperson-supervisors began at entry-level positions and now act as role models for other staff.

We're now one of Scotland's leading egg producers, and proud that our hens are typically more productive than the breed standard. This illustrates the success of our approach to development and training – especially when many of our recruits have no previous experience of working with animals.

