

See the potential within



Retention & Training

Keeping good staff is a vital part of running a successful organisation. Recruitment and retraining costs could be reduced by developing and supporting existing staff.

Retention and Training Tips

- **Induction**
A good induction will explain the ethos of the organisation and outline expectations on both sides.
- **Adjustments**
Ask the person – don't assume what adjustments should be made.
You only need do what is 'deemed reasonable'.
Seek help on what you don't understand. See the helpful websites overleaf.
- **Supports**
Build on what you already have - encourage staff to support each other. Try using a buddy or a mentor system for new recruits.
Remember – you don't need to know everything. Identify external sources of help e.g. local projects and helplines.
- **Policy and Practice**
You do not need to have lots of different policies. One clear, concise Equal Opportunities statement which considers everyone's roles and responsibilities is a great starting point.
Policies work both ways, they support you as an employer as well as your employees.
- **Progression**
Training and development can be more cost effective than recruiting.
Look at skills for internal promotions.
Consider promoting from within the organisation rather than always advertising.

MLG GLASGOW

MLG Glasgow is a successful printing company operating across three sites in Glasgow. The company employ a diverse workforce of approximately 420, with a good mix of young and old, male and female workers and workers with disabilities.

In a competitive labour market, MLG know it is good business sense to invest in existing employees as opposed to continually recruiting new staff. To support this, they have introduced an extensive induction process to build on what they already have in place. An example of this is their in-house training which involves mentoring and a buddy system, continual updates and reviews with staff are both formal and informal.

Last year MLG identified a couple of staff who were experiencing difficulties and wondered what they could do to support their employees to remain in work.

They decided to call SAMH (Scottish Association for Mental Health) to ask for some advice. Janette McAllister, General Manager, said the information they received was terrific.

SAMH sent in an Employment Specialist. This resulted in an action plan of support that could be incorporated into the working day. The three identified staff members have remained in work and other employees have come forward for in-work support.

Janette said that this has had great cost benefits to the company as it saved them recruitment and training costs and it also showed the staff members how much they are valued.

Quote: Janette McAllister, General Manager MLG

"If employers are willing to be flexible and adaptable they will find a workforce that is willing and want to work"

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BOOKDONORS C.I.C.

Bookdonors C.I.C. were keen to demonstrate that a commercially viable operation could be run with a fully integrated workforce, reflecting the community in which it operated.

The Selkirk-based company processes and sells new and used books on the Internet on behalf of charities and not-for-profit organisations.

The company were keen to involve people who found work difficult to obtain, such as those with disabilities, single parents, long-term unemployed and those who had never worked, in their business. The company now employs 13 people - three of these are registered disabled and two are recovering from mental illness.

Bookdonors also has a constant stream of people from training courses and on work experience from a variety of backgrounds. With a third of their workforce requiring a measure of support, a new, fresh approach to the company structure was required to operate the business efficiently and make the most of everyone's abilities.

To make the work processes accessible to all staff, Bookdonors developed an innovative, flexible employment model called the 'Total Team Model'. All employees know that part of their job is to support all their colleagues as best they can, whether a person has a physical disability, a learning disability or a mental health illness. This gives each employee a broader, inclusive role and a greater responsibility to their fellow team members and the overall workforce.

This 'Total Team Model' has brought many benefits to the business. Making imaginative changes to the work processes has enabled everyone to implement them faster and more efficiently, which has in turn resulted in a significant gain in productivity.

Further to the commercial benefits, the new system has changed the relationship between the managers and the workforce. Employees are more loyal, committed and feel a deeper involvement in the business. All employees are able to grow into tasks that they previously would never have thought themselves capable of undertaking.

Lawrie Hayworth, Co-founder of Bookdonors explains: "The growth that we've achieved is completely underpinned by our inclusive employment policy, in terms of access to wider range of recruits and the change in the staff's value system when working as a team."

FACTS

Good retention and training practices could save you money. The average figure to recruit a new worker is between £4,333 - £7,750 per job. Source: www.newbusiness.co.uk August 2008

The average cost of absence has increased to £666 per employee per year. Source: CIPD Absence Management Report 2008.

Further Information

You will find further advice and guidance from the following web addresses:

www.susescotland.co.uk
www.equalityhumanrights.com
www.acas.org.uk
www.jobcentreplus.gov.uk
www.cipd.co.uk
www.dti.gov.uk