



HOUSING SCOTLAND

SFHA ANNUAL CONFERENCE 2019

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Aspen

Introduction

Good morning conference, I am delighted to have been asked to talk to you today about talent within the Housing Sector. Before I do that I wanted to introduce myself to you and also the format of our workshop.

My name is Nigel Fortnum and I am a Director at Aspen People Ltd, we are an Executive Search Consultancy operating across the full economy of the UK working in Public, Private and 3rd Sectors, with specialist team working in Housing. This experience allows me the privilege of working across many clients and comparing many sectors and learning best practise of how business attract, retain and develop talent.

What I thought would be interesting would be to spend 15-20 minutes chatting to you about my findings within the sector, then since this is a workshop I want it to be as interactive with you as possible so we can have a Q&A session for about 10 minutes.

I will then ask my guests to join me to provide their own experience within Talent Management, Development and we can have a Q&A with the panel for 20mins.

- ❖ Eleanor Cannon, Managing Partner - Rubicon Partnership- Executive Coach and past HRD with Scottish & Newcastle.
- ❖ Helen Bayne, HR Director - Link Group
- ❖ Craig Spence, CEO – Orkney Housing Association



A Talent Pipeline

- ❖ A talent pipeline is a pool of candidates who are ready to fill a position. These can be employees who are prospects for advancement or external candidates partially or fully prequalified to take an opening.



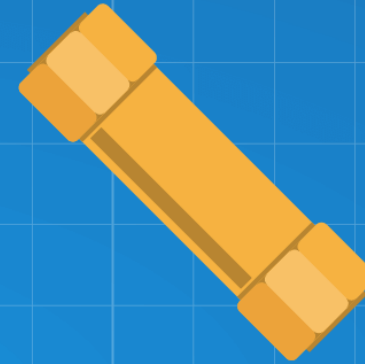
A Talent Pool

- ❖ A talent pool is a group of individuals that are generally identified as the top talent within an organisation. In order to prevent attrition and provide motivation, individuals that have met certain criteria for success are placed in a pool based upon their job function, job level or position.



How to build a strong pipeline

- ❖ You cannot rely on the best talent applying organically anymore - to be successful long term you have to be proactive, targeting the candidates that are a great fit for the sector, your organisation and help raise the profile of the sector, and your organisation.



Housing a Career of Choice

Let's have a show of hands

- ❖ How many Housing Professionals do we have in the audience?
- ❖ How many would say they fell into Housing as a sector?

I meet with Housing professionals every day, and would say that as high as 85% of people working in Housing fell into the sector, and did not make a conscience decision after education that Housing was the sector they wanted to work in.

- ❖ How many in the audience go into schools, colleges or Universities, and talk about the Housing sector, the job they do, what your business actually does in the communities you serve?

I am a STEM ambassador for SFDF (Scottish Food & Drink Federation), they are the trade body for companies involved in the Scottish Food and Drink sector and they recognised there is a huge shortage of candidates choosing the Food and Drink industry to work in and the rewarding careers that are available within the sector to attract male and female future employees.

To build the talent pipeline in Housing we must start at grass roots level and attract the future talent to the sector, I think there is a great need for housing associations working with SFHA perhaps to come up with a plan to get volunteers at career fairs, to extoll the many rewarding opportunities that exist within the sector.



Housing is Changing...

You the audience are aware better than I that RSL's are having to change. Your customer's expectations are higher than ever before, increased legislation, changing regulations, development on new homes, adaptations of existing homes to allow for our ageing populations etc. etc.

These changing needs require future talents from different industry sectors and in a competitive market, housing needs to attract future talent with these new skills.

The current job market swings heavily in favour of candidates. Top talent know how in-demand they are, and you don't market yourself properly as an employer, you will lose your dream employee to a competitor.

The secret to attracting high quality candidates is differentiating yourself from other industry players, and showing top talent how joining your organisation can help them reach their career goals.



❖ **Offer clarity, conviction and career opportunities**

Attracting top talent is done by communicating what we all want in a new job-clarity about what our mission is, to work with others who share the conviction that what the organisation does matters and to know that future career opportunities are abound. Express these through video, your career pages on website, your social media.

❖ **Be flexible and unique**

We are shifting into an era where the “traditional” office environment and rewards models are no longer as appealing as they used to be. Show candidates that your organisation values work-life balance and individuality. Whether is the option to work some days from home or allowing employees to move about an open office environment, give them flexibility. Out of touch HR policies can be associated with the sector, to attract top talent you need to compete with other sectors.

❖ **Use your employees as brand ambassadors**

Your business leaders and teammates can significantly impact your ability to attract top talent by creating talent ambassador LinkedIn profiles, reaching out to high potential candidates, taking time to conduct reviews on platforms such as Glassdoor and Indeed and helping generate content that is rich in the organisations culture.



- ❖ Know your Employer Value proposition

An organisation looking to stand out from the market, when seeking to attract top talent must be able to articulate and share how the employee proposition is lived every day, along with the vision and mission of the organisation. Just as you have a brand for the external market, there needs to be an employee brand that can effectively communicate the employee experience.

What is an Employee Value Proposition?

The **set of benefits or value a company promises to deliver** to its existing employees and targeted potential candidates as a place of work.



- ❖ Know your target audience really well

Recruiting is selling. Identify your target audience and understand your organisations selling points. What do we have to offer and who would benefit from what we can offer? With these details, you can place your company brand in the centre of your target audience. Advertise your organisations culture, and echo your talents needs, skills and attitudes as it relates to your brand.

In recruiting, there are no good or bad experiences - just learning experiences!!



- ❖ Understand the full candidate experience and life cycle

Your organisations reputation permeates candidates decisions. The candidate experience is a continuum that begins prior to the candidate contemplating a role with your organisation (brand awareness) and extends well beyond the time they may leave. Learn from brand and marketing colleagues to better position yourself in the market to have the greatest impact.

❖ Put your people first

When you truly care for your employees, they will care for one another, your customers and the community. Go beyond amazing benefits. Foster a workplace that thrives on trust and respect for all individuals-and protect that culture every day. Word will get out. Your people will talk, and they will refer like-minded, talented people who believe in your culture and your mission.



❖ Identify and Articulate Your Purpose

Organisations with purpose attract and retain better talent. Finding out your “why” translates into your unique value proposition to candidates (and employees). This is not a marketing statement, a mission (where you are going) or vision (where you would like to be). Purpose defines why you do what you do, which motivates candidates to join the charge and apply.

- ❖ Use social media to your advantage

Social media allows you to be visible to many. Candidates are doing their research prior to accepting interviews. They want to know what your current employees are saying about you. Brand your page with more employee-related events. Take control of your company's image and become a people focussed employer and you will automatically attract top talent.



- ❖ Invest in Education

We have found high-performing people see learning opportunities as an integral component that contributes to their workplace engagement new experiences. Smart employees must develop engaging new experiences for their top talent. Tailoring learning initiatives to career exploration and growth can make employees feel personally valued, increasing their loyalty.



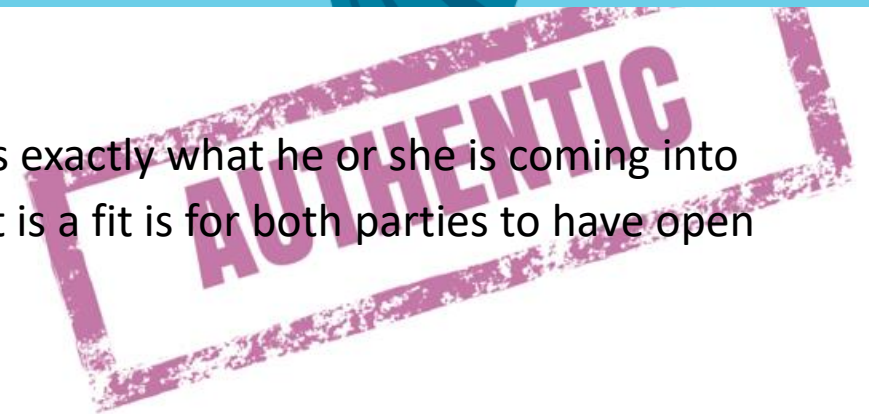
- ❖ **Validate your talent attraction strategy**

Before recruiting, you should validate your attraction strategy, ensuring it is designed to attract the right talent. A great way to do that is to get input from your current top talent about what attracted them to your organisation and their role. Also ensure that your hiring process is not a barrier to making timely hiring decisions, otherwise applicants will lose interest. Make applying easy, and get rid of the tedious application forms!!!



- ❖ **Be Authentic**

Don't put on a show to secure a candidate. It's critical the candidate knows exactly what he or she is coming into and can make a smart decision about the future. The only way to know if it is a fit is for both parties to have open eyes and clarity.



So....you now have your own talent pool, so how can your employee development be improved?

If you can get out your pens and write this down please; I am going to give you 7 easy ways to improve employee development programmes.



❖ Goals Galore

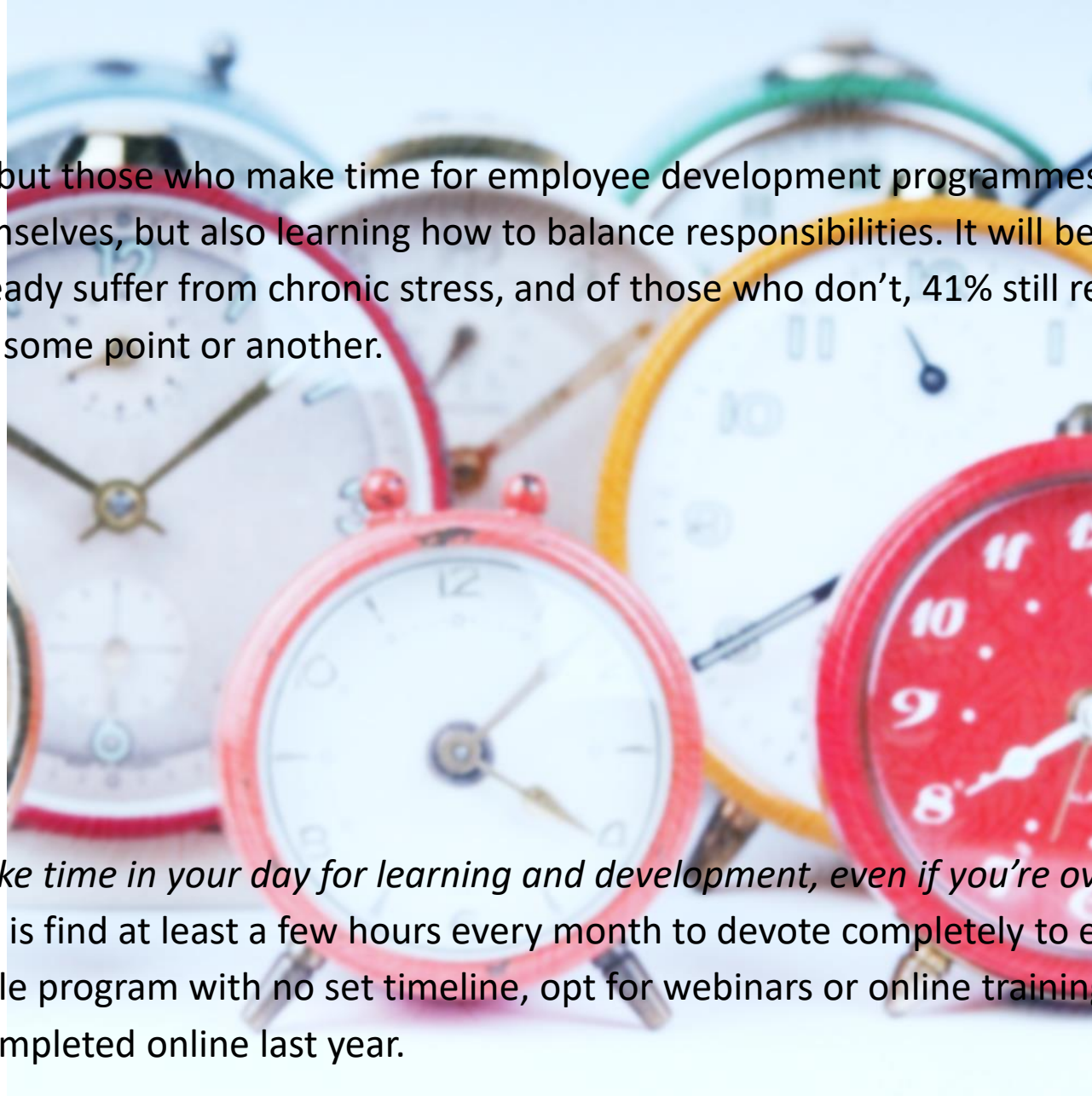
First of all, you need to find out what your employees would like to learn, and also to think about what you might like them to learn about. Are there any things that match up? That's a good place to start. You also want to make sure that any programmes you implement promote positive self-esteem in your employees. Goals will inherently help your employee's confidence; they learn to recognise their own ability and competence by achieving goals that they have set.



- *76% of employees reported not given enough opportunities for career growth.*
- *Only 3 out of every 100 adults write down their goals down on paper. It's crucial that you get your employees to do it, as people who write down their goals are 50% more likely to achieve their goals.*

❖ Find the Time

We're all busy people, but those who make time for employee development programmes are not only learning from the modules themselves, but also learning how to balance responsibilities. It will be difficult, because one third of employees already suffer from chronic stress, and of those who don't, 41% still reported being stressed during the work day at some point or another.



Why it's important to make time in your day for learning and development, even if you're overly stressed:

What you will want to do is find at least a few hours every month to devote completely to employee development. If you need to have a flexible program with no set timeline, opt for webinars or online training. You won't be alone - 25% of training hours were completed online last year.

❖ Go Small or Go Home

A big time intensive program is just going to scare everyone away, instead, go for frequent small training modules that your employees can complete in their own down time. It's important to keep the learning going, because new knowledge is becoming obsolete faster than ever.

The only time “go small or go home” is appropriate:

Don't think of employee development as a one-time deal; it needs to be an ongoing campaign. Having more frequent training will help you out in the long run. Staff members who receive frequent on-the-job training have lower levels of stress and higher job satisfaction than their less educated colleagues. By contrast, 1 in 3 people leave their organisation within the first year due to infrequent employee training. Keep your employees and keep them happy: Keep it small!

GO ~~BIG~~
INTELLIGENTLY,
AND MINDFULLY **OR**
GO HOME

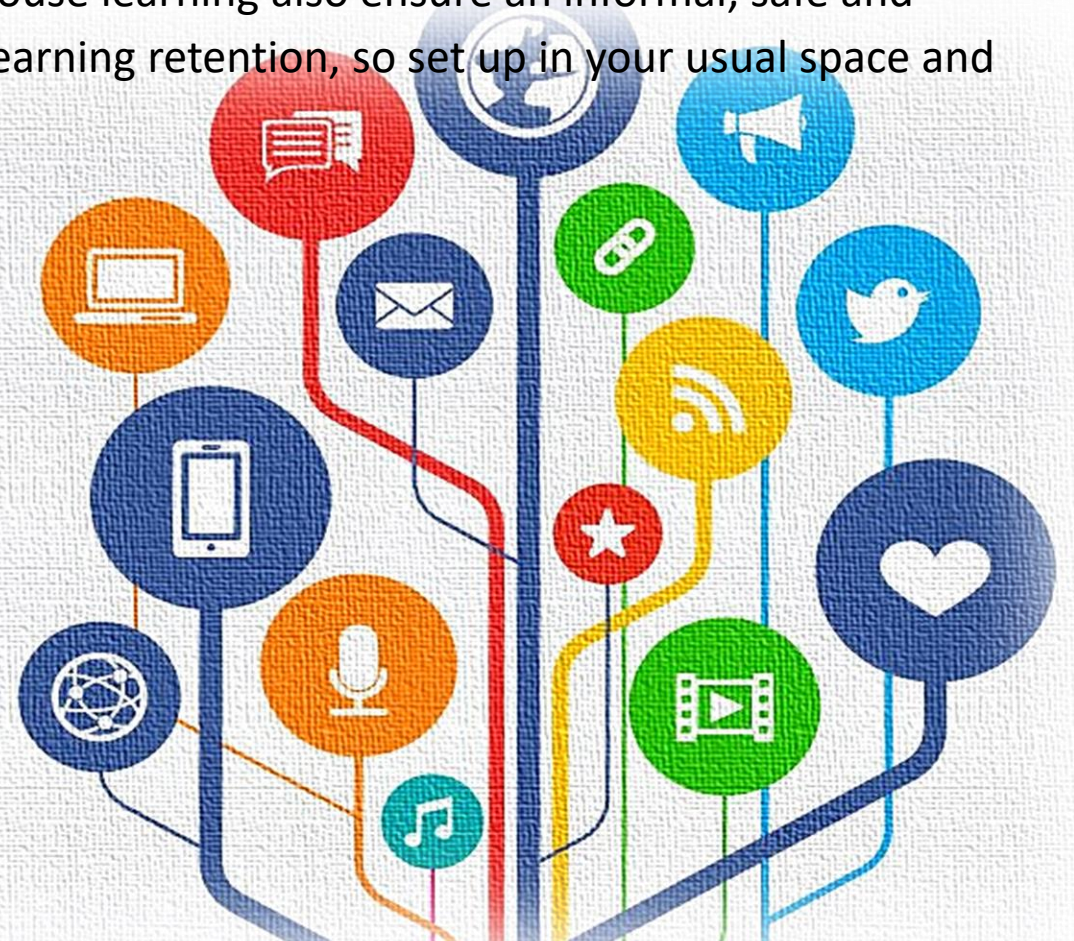
❖ Invest in the Best

When you are picking out your employee development programs, don't scrimp. Even it costs more, make sure you get the best programs you possibly can, and it will be worth it. Businesses that have comprehensive training enjoy 218% higher income per employee than those with less comprehensive training. Organisations that spend more on training get more back; they benefit from 24% higher profit margins than those who spend less on training.



❖ Tap Your Own Resources

You don't have to go outside your own organisation to get good training, you should be aware of what your employees and managers have to learn from each other. Research tells us that over 70% of learning on the job occurs informally, between co-workers. Use that to your advantage; take some of that teaching and put it into a learning module that all your employees can benefit from. In-House learning also ensure an informal, safe and supportive learning space. Comfort and Flexibility encourages learning retention, so set up in your usual space and keep it casual to maximise your benefits



❖ Train Across Departments

Getting your employees to work together more is never a bad idea. Cross-Departmental training helps to foster camaraderie in your business, and also helps your employees get to know their managers better. It's unfortunate, but one in four workers say they don't trust their employer and only about half believe their employer is open and upfront with them. Fix that by getting people to work together who normally wouldn't.

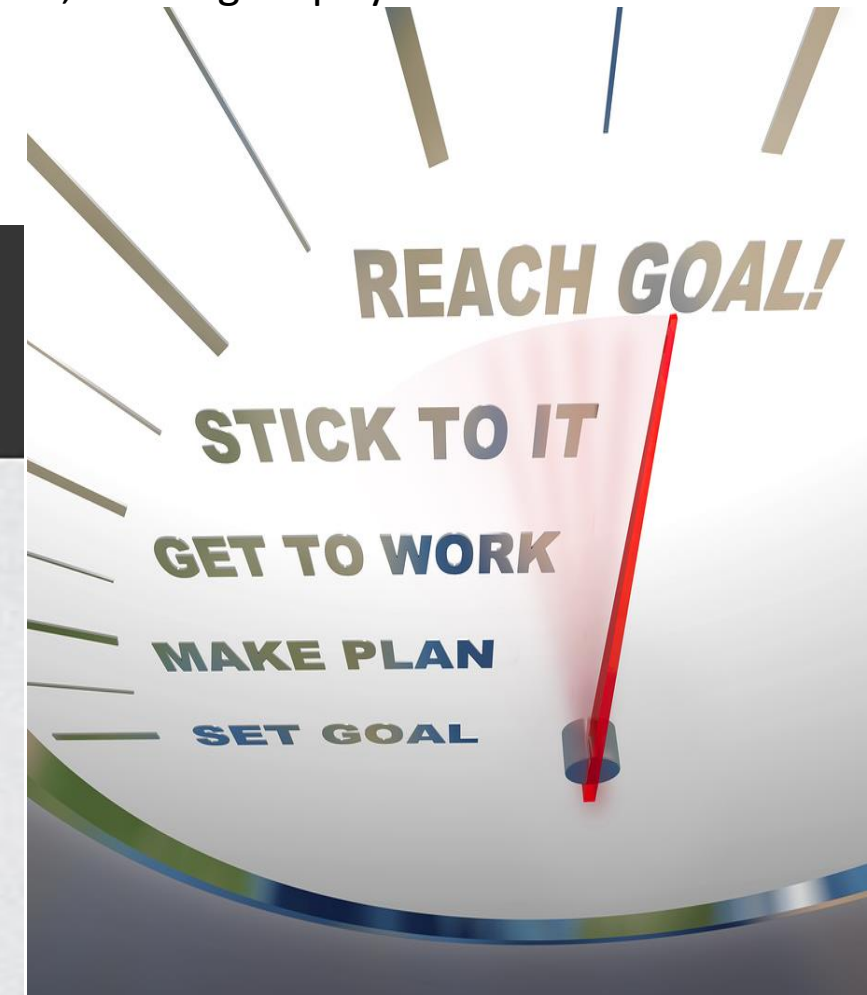
Double up on learning tools by cross training and building culture all at the same time.

Cross-Training also broadens employee skill sets. The time when an employee did one specific task day in and day out is long gone: the majority of employers believe that both broad and major- specific knowledge and skills are needed for career success. You might also discover some hidden talents in your employees by getting them to try out new tasks.

❖ Keep an Eye on Your Success

Once you have made the goals, you've got to track them. It's important to find ways to quantify progress, so that neither you or your employees get discouraged. When you can see progress, you're more likely to continue with the training. Quantifiable progress also gives you a realistic picture of the situation; tracking helps you to focus on the important things you need to do in order to move toward your goals.

Keep Your Eye on the Prize



Questions

