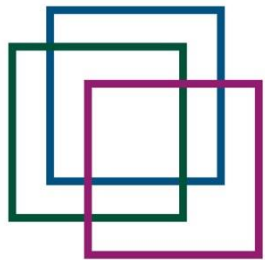




# Recruiting and Building the Right Team

*LUPC and SUPC Conference 2022*

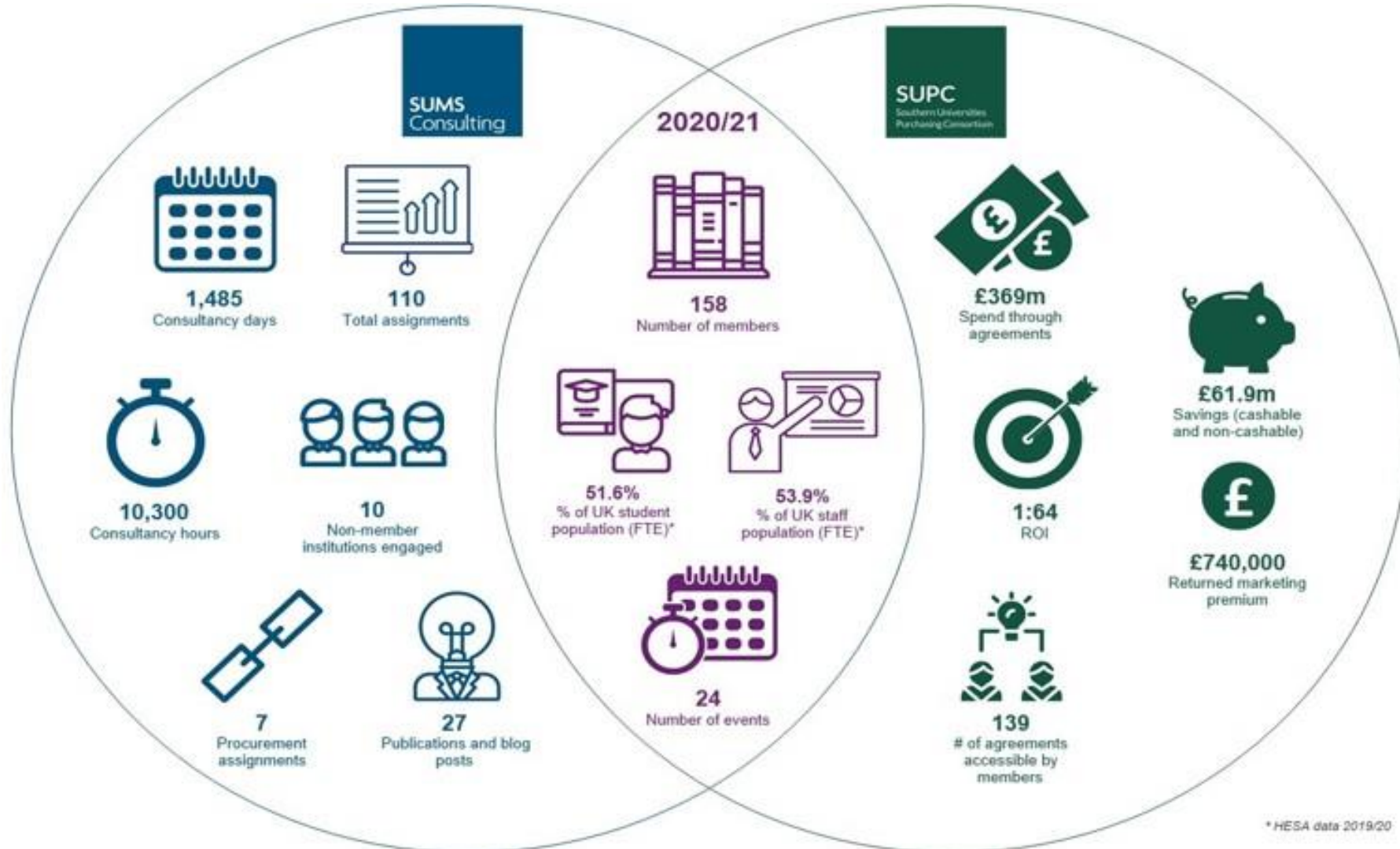


**SUMS** group  
SPECIALISTS IN HIGHER EDUCATION

Debbie England  
Associate Consultant

# SUMS Group

THE WHOLE IS GREATER



\* HESA data 2019/20

# Agenda

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- ❑ Introductions – Interactive conversation what is working/not working for you
- ❑ The UK workforce
- ❑ Workforce planning
- ❑ Understanding your workforce – engagement and retention

# Current UK Workforce

Vacancies at a record high 1.3 million –  
higher than pre-covid levels across all sectors

Unemployment 3.9% (lowest recorded 3.8%)

Workforce has shrunk by 580k during  
pandemic mainly over 50s leaving showing  
no sign of returning

*Is a recession looming? UK predicted to have  
lowest growth in G7 in 2023 – growth forecast  
cut from 2.3% to 1.2%*

# Workforce Planning



# Multi Generational Workforce

BABY BOOMERS  
BORN 1944 - 1964



GEN X  
BORN 1965 - 1979



MILLENNIALS  
BORN 1980 - 1994



GEN Z  
BORN 1995 - 2015

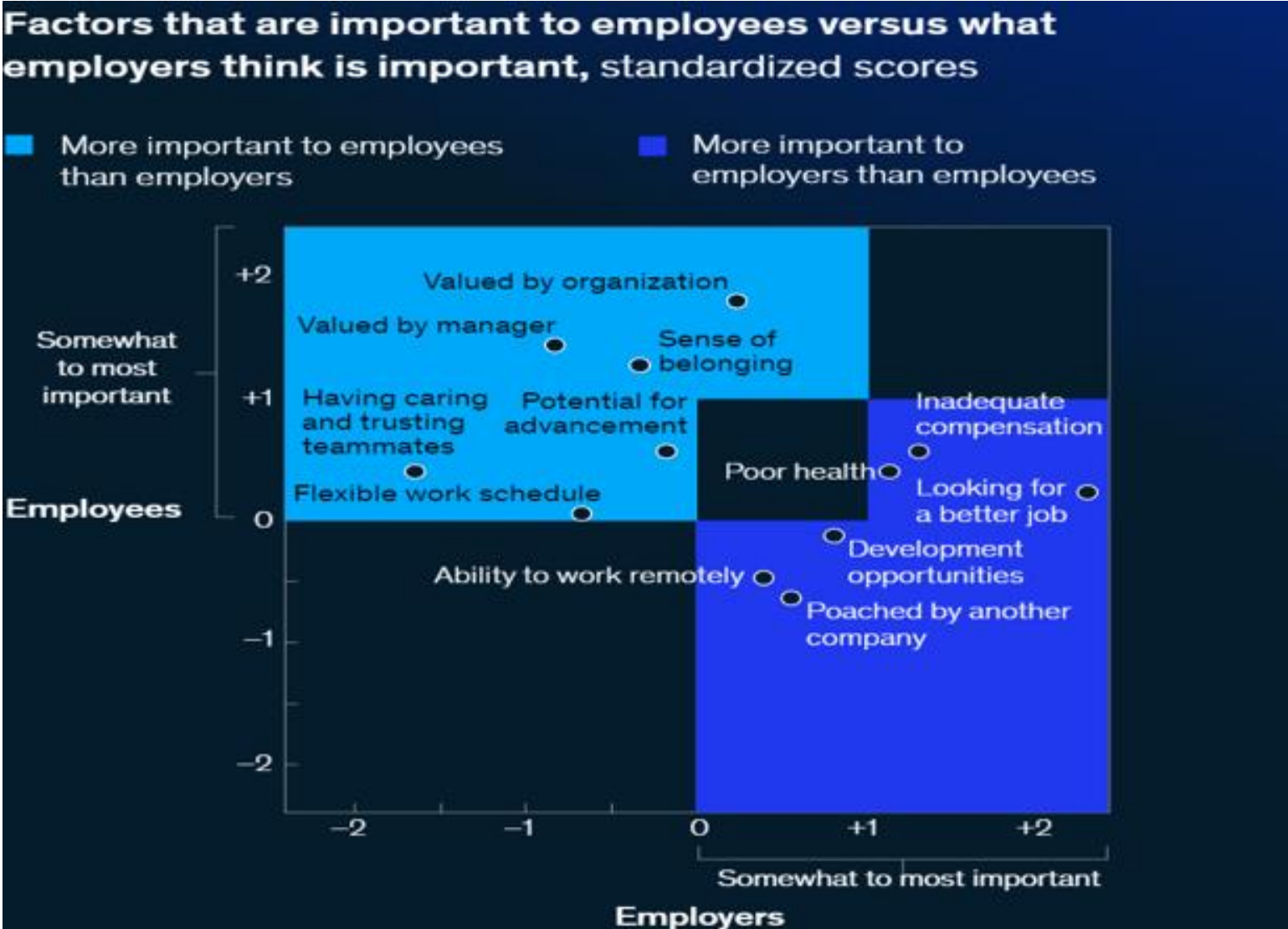




# Engagement and Retention – Gallup 12

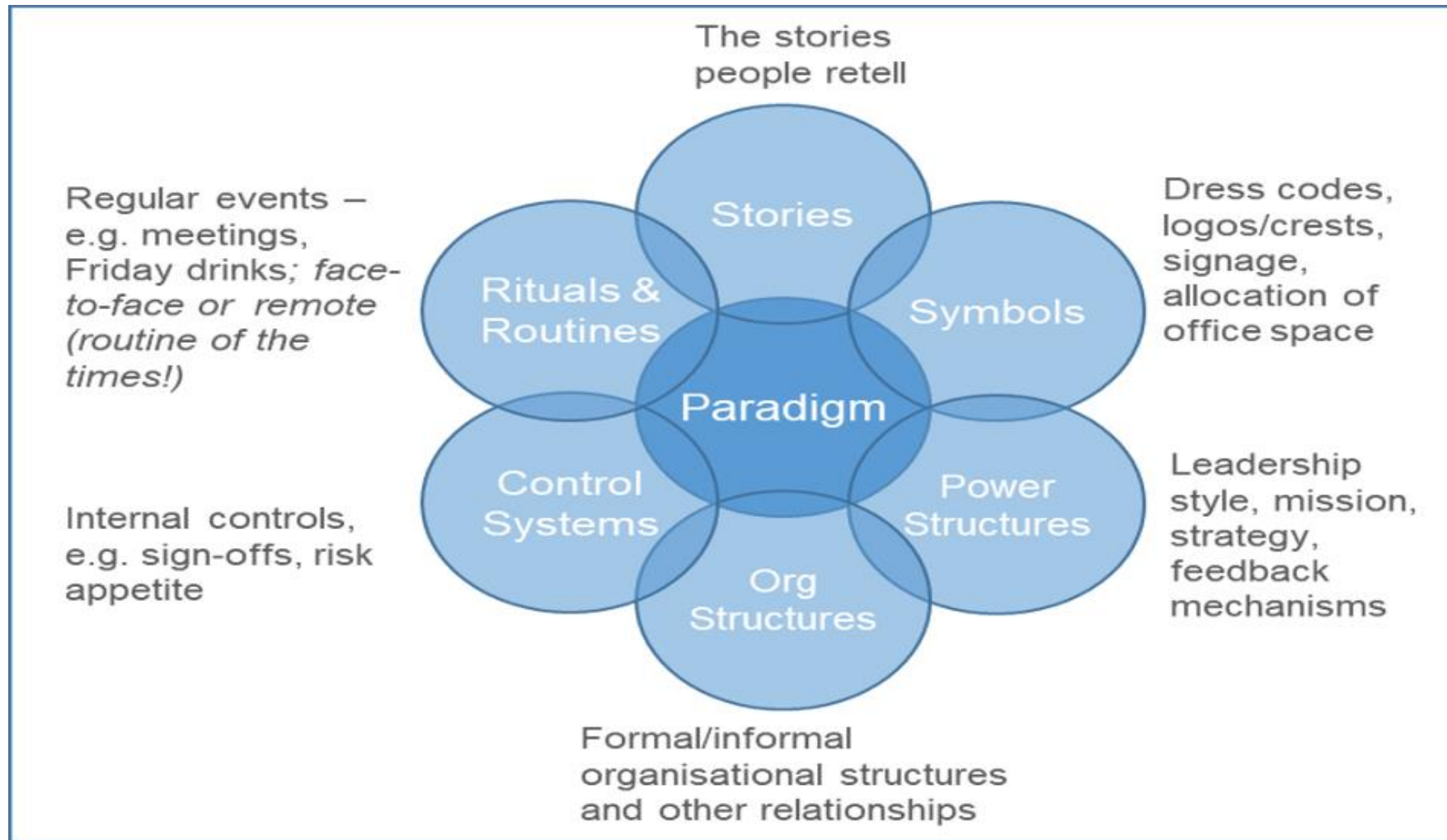
1. Do you know what is expected of you at work?
2. Do you have the materials and equipment to do your work right?
3. At work, do you have the opportunity to do what you do best every day?
4. In the last seven days, have you received recognition or praise for doing good work?
5. Does your supervisor, or someone at work, seem to care about you as a person?
6. Is there someone at work who encourages your development?
7. At work, do your opinions seem to count?
8. Does the mission/purpose of your organisation make you feel your job is important?
9. Are your associates (fellow employees) committed to doing quality work?
10. Do you have a best friend at work?
11. In the last six months, has someone at work talked to you about your progress?
12. In the last year, have you had opportunities to learn and grow?

# Engagement and Retention – McKinsey 2022





# Engagement and Retention - Organisation Culture



*Kevin & Scholes cultural web model*

# Discussion

What is helping you to build and recruit the right team?

What are the barriers and how could these be removed?














# Conclusions

- Develop a medium to long term workforce plan
- Understand your culture and make changes which enhance culture to enable recruitment and retention
- Focus on high quality candidate centric recruitment and induction process
- Develop and delivery of personalised “reward” to support performance and talent retention
- Constantly listen to your team
- Maintain/create real sense of belonging
- Ensure you know your team/constantly review retention risk
- Create capacity -Upskilling others in the organisation



# The UK Workforce

Chart 1: An overview of the working generations

Characteristics	Maturists (pre-1945)	Baby Boomers (1945-1960)	Generation X (1961-1980)	Generation Y (1981-1995)	Generation Z (Born after 1995)
Formative experiences	Second World War Rationing Fixed gender roles Back to front Nuclear families Defined gender roles — particularly for women	Cold War Post-war boom "Swinging Sixties" Apollo Moon Landings Youth culture Woodstock Family-orientated Rise of the teenager	End of Cold War Fall of Berlin Wall Reagan / Carter Thatcherism Live Aid Introduction of first PC Early mobile technology Latch-key kids rising levels of divorce	9/11 terrorist attacks Proliferation Social media Invasion of Iraq Reality TV Google Earth Climate Change	Economic downturn Global warming Global issues Mobile devices Energy crisis Arab Spring Produce own media Global networking Widespread
Percentage in U.K. workforce*	3%	33%	35%	29%	Currently employed in either part-time jobs or new apprenticeships
Aspiration	Home ownership	Job security	Work-life balance	Freedom and flexibility	Security and stability
Attitude toward technology	Largely disengaged	Early information technology (IT) adapters	Digital immigrants	Digital natives	"Technocrats" — strongly dependent on IT, limited grasp of alternatives
Attitude toward career	Jobs are for life	Organisational — careers are defined by employers	Early "portfolio" careers — loyal to profession, not necessarily to employer	Digital entrepreneurs — work "with" organisations, not "for"	Career fluidities — will move seamlessly between organisations and "pop-up" businesses
Signature product	 Automobile	 Television	 Personal Computer	 Tablet/Smart Phone	Google glass, graphene, nano-computing, 3-D printing, driverless cars
Communication media	 Formal letter	 Telephone	 Email and text message	 Text or social media	 Hand-held (or integrated into clothing) communication devices
Communication preference	 Face-to-face	 Face-to-face ideally, but telephone or e-mail if required	 Text messaging or e-mail	 Online and mobile (text messaging)	 Facetime
Preference when making financial decisions	 Face-to-face meetings	 Face-to-face ideally, but increasingly will go online	 Online — would prefer face-to-face if time permitting	 Face-to-face	 Solutions will be digitally cloud-sourced

\*Percentages are approximate at the time of publication.

# Consultant Background

Debbie brings extensive Human Resources experience particularly in relation to people aspects of change management

Debbie joined SUMS as an associate in 2020 after working as Director of HR and Organisation Development at the University of the West of England for 10 years.

Since joining Sums Debbie has worked on several HR and people change projects including organisation design, culture change, digital transformation, HR effectiveness reviews and developing new ways of working post pandemic.

In her Director of HR role this role, Debbie developed and delivered a people and performance strategy and transformed the HR function with the introduction of HR online functionality across all HR services. As part of the Universities 2020 strategy, the people and performance programme supported the achievement of TEF gold in 2018 and consistent year on year improvements in student satisfaction as measured in the National Student Survey (NSS).

Debbie led UWE's equality and diversity team, during her tenure UWE achieved highest Higher Education Sector ranking in Stonewall index and Athena Swan accreditation at both University wide and departmental levels.

Prior to working in Higher Education Debbie worked in Financial Services for 17 years working in both specialist and generalist senior HR roles.

Debbie is a chartered Fellow of the Institute of Personnel and Development and a non legal member of the employment tribunal service.



Debbie England

Associate Consultant

SUMS Consulting



THANK YOU

## CONTACT US

Email: [sums@reading.co.uk](mailto:sums@reading.co.uk)

Phone: 0118 378 4304

[www.sums.org.uk](http://www.sums.org.uk)



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# SUPC & LUPC Conference

## How to recruit and build the right team

## **Devon Yeo – Higher Education Lead**

Specialists in IT and Digital recruitment across Public Sector and Defence  
Top spot supplier on SUPC Lot 6, IT and Digital  
Extensive HE client list via SUPC and direct PSL and sole supply contracts

## What do we mean by ‘The right team’?

A team is a way of organizing different people with different goals and plans into a cohesive whole. When a team is successful, it funnels the energy of team members for the overall good of the organization.



# The questions we need to ask...

- Why?
  - Capability v Capacity
- What?
  - What is the solution and what value are they going to bring to the team?
- Who?
  - Who is the right person for us as an organisation and to bring into our team to achieve our goal
- How?
  - Process and route to market



# Why do we need to recruit?

- What are we here to deliver and are we achieving?
- What are our shortfalls?
- What is the future plan?
- What capacity/capability do we need for now?
- What capacity/capability do we need for our future plan?
- Do those things coincide?





# What are we looking for?

- What skillsets and experience do we really need to add into our team?
- Is our advert/job spec true to the role?
  - Are we dressing up a standard job?
  - Are we standardising a unicorn?
- Is it a niche skillset?
  - Can we train and develop, do we have time?
  - Is it realistic to hire someone with these skills/experience?
- Do we have the pipeline of work?
  - Should we look at a contractor, FTC?
- Do they need to work onsite?





# Who is the best recruit for our team?

- What is our environment?
- Complexity of the organisation
- Company values
- What is our team dynamic?
  - Do we need someone that fits or do we need someone to challenge the norm?
- Neurodiversity
- Will the role motivate the person?
- Balance of the Skill v Challenge of the job



# How are we going to recruit?

- Is everyone aware of the internal process?
  - Approvals, budgets, PO's
- What is our route to market?
  - What third party suppliers do we work with?
- What timescales do we have and are they realistic?
- At what point do we change tact and consider other measures?



## Conclusion

- Asking those questions at the beginning; why, what and who to set the foundations for a successful recruitment.
- Setting and maintaining expectations for you as the client, the hiring manager and the candidate
- We cannot manufacture people. Even the best recruiter can only reflect the market back to you
- Knowing the process and keeping timescales realistic

With all the information, procurement is the enabler to a successful recruitment

Devon Yeo

[dyeo@lainternational.com](mailto:dyeo@lainternational.com)

01782 203040

[\(28\) Devon \(Bickerton\) Yeo | LinkedIn](#)