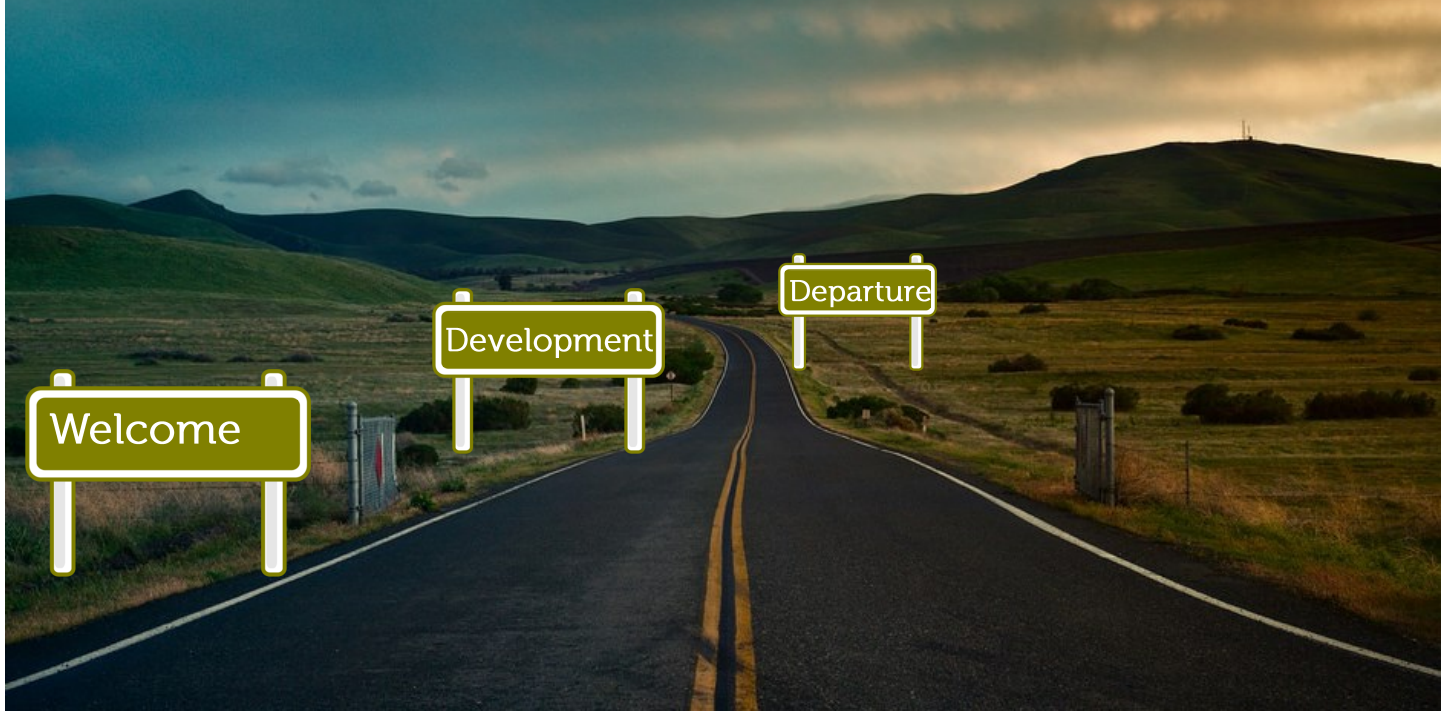


The engagement journey:

From on-boarding to outplacement



Talent Engagement



P3. Benefits of a warm welcome



P4. Disengaged employees:
the Domino Effect



P5. Maintaining engagement
during redundancy

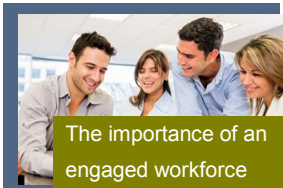
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Why engaged employees matter

Viewpoint

We have just had the results in from our latest staff engagement survey and I was delighted to see that our overall satisfaction rating is up to 94% this year. Not perfect but certainly an impressive result for our sector and a significant improvement on last year which is encouraging.

As we all know keeping a team of colleagues motivated and engaged through a volatile period of change is a challenge and makes the above results even more pleasing.

I've always believed that some of the arguably smaller things we do make a big difference to how colleagues view working in a business like ours. This is born out with our exit interview results that show working environment is a major factor in dissatisfaction at work. What some may now consider trivial issues such as a decent Christmas Party, a summer BBQ for the whole business, celebrating birthdays and other significant personal dates are valued highly.

This is not a simple solution but one that evolves with the business and the people within it and reflects their changing needs. How do we balance the needs of a single person who is devoted to their cat with those of a busy working Mum with kids at school! We do it with 'Joker Days' that allow anyone to take a short notice ½ day for a reason that is important to them, yes it could be taking the cat to the vet or attending the school play. Other things we do are:

Health & Wellbeing – we've arranged for health checks and lifestyle consultations for all colleagues and are establishing "healthy working" initiatives such as walking meetings and fruit Fridays.

Flexible Working – with completely cloud-based technology all our staff can work effectively wherever there is an internet connection and I'm always encouraging employees to work from home where appropriate.

We're learning all of the time – and I always like to share ideas with customers and contacts on how to really improve team engagement. Several clients are now using our "Welcome Portal" which allows them to improve the engagement of new employees and I have been impressed by the effectiveness and creativity of the portal content. Our long standing independent exit interview service has been revitalised by Charlotte Todd-Smith to incorporate digital reporting and dash-boarding and has been extended to incorporate current employees to help reduce attrition rates at our customers.

As with everything, where there is a will to do something, we will find a way! So if anyone is worried by poor employee engagement, please give us a call and we'll help to look at your issues.



Richard Pearson
Managing Director
01952 281900
info@resourcebank.co.uk

Benefits of a warm welcome



A warm welcome is vital when it comes to new hires. Managers often underestimate the importance of a well-executed on-boarding programme which can contribute towards improved employee engagement, increased retention and improved productivity. When bringing on a new hire, a company only has one chance to make a positive first impression and show that they value their employees. Market research carried out by HR Works shows that employees introduced to a strong on-boarding program are much more likely to stay with the organisation after three years.

Engage employees early on

A good on-boarding programme educates and engages employees even before day one. Allowing new starters an insight into their role, company benefits and business objectives before they start familiarises them with the company culture early on. Research carried out by Aberdeen Group found 60% of companies make the mistake of failing to set milestones or goals for new hires. Setting realistic goals goes a long way towards fostering employee engagement and retention – up to 20% of employee turnover happens in the first 45 days. Therefore it's critical that a strong on-boarding program is set in place.

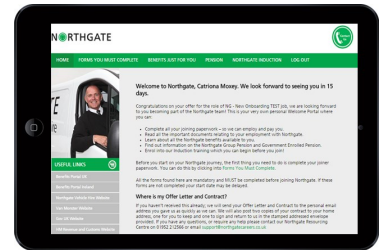
Forging relationships with employees

The most engaged employees are the ones who hold strong relationships with their managers and co-workers. An effective way to build strong connections is by assigning new starters a mentor or buddy during the on-boarding process. Effective mentoring has been demonstrated to bolster retention and job performance and is a great way to increase engagement during the first 30 days.

Efficiency and productivity

Once a new employee feels a high level of support and unity from those surrounding them, they are more likely to perceive a positive attitude towards the company which will encourage efficient working and productivity. A solid on-boarding program also benefits the productivity of HR Managers. A UK survey carried out on 1000 HR professionals shows 69% of them finds issuing offer letters and contracts a very timely process. This suggests an all-in-one solution for on-boarding would be beneficial to everyone and all companies should embrace technology to make the first few weeks as smooth as possible for both the employee and hiring manager.

It is imperative the on-boarding program makes completing forms and reading documents a simple task and can be accessed quickly and easily at all times. This will help save money in terms of HR administration time, postage and paper, meaning valuable time and resources can be spent elsewhere. The reduction of print and paper will also help make a positive impact towards the environment.



Northgate On-boarding Portal

ResourceBank launched a bespoke employee on-boarding portal for Northgate Vehicle Hire, which allows their employees direct access to everything they need to read and complete during the on-boarding process.

The personalised portal can be accessed on mobile devices, tablets, and desktop PCs and has significantly reduced the time it takes to complete and return documentation.

The on-boarding portal simplifies and speeds up the whole process for new recruits resulting in a more responsive and consistent candidate experience from formal offer to day one of their new role. This improved on-boarding experience has reduced early attrition rates for Northgate and new starter engagement has significantly improved.

Let candidates select interview times

For many candidates, finding the time to attend interviews is the most frustrating part of looking for a new job. ResourceBank's interview timeslot portal is designed to allow candidates the flexibility and opportunity to choose their own interview times.

The portal also reduces the time spent by recruiters in arranging and co-ordinating interview arrangements.

- The recruiter marks the dates and times available in the portal
- The candidate accesses the portal online and picks out the time that is most convenient to them.
- A written confirmation is emailed to candidates which allows for a seamless process between scheduling and confirmation with no need to call up and confirm. It is also easy way for both parties to track and remember the scheduled date and time.


A recent candidate for Wolseley commented:

"Booking my interview was easy. I could check out the available days and times and consider which was going to be the best option for me. Once I had made my selection I received a confirmation email with all the details I needed."

Jennifer Stones, Account Manager of Wolseley said:

"The time slot portal has allowed our candidates a more flexible approach when trying to progress their career opportunities as well as helping us to seek ways to achieve efficiencies within a high volume recruitment process. Automating this part of the process has actually enhanced the candidates' experience allowing the recruitment team more time to focus on other parts of the process so in turn both candidate and hiring manager receive an enriched service. We all gain!"





Disengaged employees: the Domino Effect

Only a shocking 13% of employees worldwide are truly engaged at work, with the rest harbouring poor perceptions and experiences in the workplace.

In order to gain a positive company culture, every employee needs to participate and feel included. Emotions and behaviours can be socially contagious and just one disengaged employee is enough to set off a domino effect in the workplace, leading to the fragmentation of an 'inclusive' work environment and the serious loss of production.

Disengaged employees will be less motivated to self-develop and help shape the future of the organisation. These employees are difficult to manage which means Managers and HR need to spend more time coaching and mentoring them—causing other employees to feel neglected.

Bad attitudes and behaviours will inevitably wear off on other team members causing individuals to withdraw and avoid working with one another. Disengaged employees can be detrimental to the company and disrupt the positive energy in the workplace. The domino effect can occur beyond the workforce and also disrupt other areas of the business.

HIGH LEVELS OF STAFF TURNOVER

A high level of staff turnover is a costly occurrence. It can lead to loss of skills and disruption to the remaining workforce, resulting in reduced worker productivity and low morale. On average, the total cost of replacing an employee equates to approximately £30,000; the loss of efficiency can cost up to £25,000 worth of business with the remaining £5,000 being spent on the logistics of finding a replacement: agency fees, advertising costs, HR and management time.

CUSTOMER SERVICE AND SALES PERFORMANCE

Great products and services come from engaged and dedicated employees, and consumers are more likely to make a purchase as a result of good customer service. Exceptional customer service drives repeat business and brand loyalty, customers can sense and respond to unhappy workers which can cause the loss of current and potential business and damage the company's profits.

PREVENTING DISENGAGEMENT

In order to maintain an engaged and productive workforce, it is crucial that an organisation allows its employees to provide feedback on their workplace experiences. This enables the business to identify key areas of focus in order to make critical improvements to the organisation, which can assist in preventing employee disengagement.

To maintain and regulate a positive and inclusive culture, employees need to feel listened to. This can be achieved by completing various insightful surveys throughout the employees' life-cycle in order to regularly review engagement levels of the workforce. CIPD suggest that it is often beneficial to use an independent company to assist in conducting these engagement initiatives, as employees often feel more comfortable engaging with a third party. By implementing these services, organisations are able to capture any potential issues before they escalate and the domino effect of disengaged employees begins.



The Importance of an Engaged Workforce

Employee engagement is arguably the most overlooked factor when it comes to defining a company's success. According to Aon Hewitt, every 1% increase in engagement delivers a 0.6% increase in sales revenue. However, Gallup's Workplace Report claims 51% of workers are looking to leave their current jobs – this suggests disengagement is more common than engagement. So what are the specific benefits of an engaged workforce and why should keeping employees satisfied be a major priority for every employer?

GROWTH AND PROGRESSION

Ensuring individuals are motivated to progress and develop their careers internally can be a key factor of high engagement. Showing there is potential for internal growth is an advantageous way to encourage employees to strive for success and helps the company retain its valuable workers. Research carried out by Qualtrics also shows 90% of millennials would choose to stay in a job for the next 10 years if they knew there is a chance of upward career mobility.

INCREASED PRODUCTIVITY

Employees who are highly engaged are committed to helping the company succeed and are willing to go to the extra mile to achieve great results. The Workplace Research Foundation found that happy employees are 38% more likely to have above-average productivity. When an employee feels like they are part of something important and their contribution makes an impact on the business results, they form a mental and emotional attachment that becomes mutually beneficial for both parties.

LOW STAFF TURNOVER

It goes without saying, every company aims to keep their staff turnover low and retention levels high. This year's Employee Engagement Series conducted by Kronos also shows that 95% of HR Managers believe employee burnout is responsible for up to half of their annual workforce turnover, which is why it's imperative for employers to take the necessary action to keep employees happy and engaged at all times.

REDUCED SPELLS OF ABSENTEEISM

Individuals who enjoy their jobs avoid being absent unless necessary and are more productive than those who are disengaged as they are conscious of letting their peers down in the event of their absence. The cost of employee absence is a pricey occurrence which is why companies are keen to keep the level of absenteeism as low as possible, the CIPD 2016 Absence Management Survey found this amounts to approximately £522 per employee.

Maintaining engagement during redundancy

“Your position is being made redundant” are the words every employee dreads, but unfortunately redundancy is a common occurrence which can affect both departing employees and your company name. Morale and motivation are bound to be damaged by redundancies but if handled correctly, the worst effects can be mitigated – keeping the employer brand intact.

With people being the most important asset of every company, providing departing employees with both emotional and practical support is crucial for every good employer. Outplacement services are designed to alleviate the stress of redundancy and with it costing as little as 2% of an annual HR budget, why would you not offer it? Outplacement is beneficial for both exiting employees and your organisation. Below are some benefits your business will see when offering outplacement services as part of your redundancy programme.

Leaving on a positive note

Whether your departed employees speak highly of your company or negatively about their dismissal, lies primarily on how they were exited and how the whole redundancy process was handled. Offering support early on encourages individuals to look forward to a new future, rather than look backward angrily at their former employer.

Reinforce employee value and appreciation

Outplacement demonstrates your concern for employee well-being and is key to retaining talent and showing your commitment as an employer. Companies offering outplacement have found it helps lower the emotional tension of the organisation and supporting the health and wellbeing of exiting employees, is a great way to show both them and the remaining workforce that they are still valued and taken care of.

Improve employee engagement

At times of job uncertainty, receiving support such as career coaching can make a huge difference to an individual's job search success and builds confidence at a vulnerable time. Offering this support will place your company in a positive light and protect your brand name as it shows how you handle employees, even after they no longer work for you.

Reduced lawsuit claims

Reputation is everything and there's no quicker way to ruin a company's reputation than a hefty lawsuit. However, the risk of litigation can decrease heavily with outplacement services. It is not uncommon for disgruntled employees to present a lawsuit for unlawful termination but offering outplacement services can prevent this from happening and reassures laid-off employees that it isn't a personal attack.

Protect your reputation

These days it's very easy for disgruntled employees to do harm to your employer brand online. Negative comments and reviews on websites such as Indeed, Glassdoor, LinkedIn and Facebook can spread quickly and seriously affect your employer reputation, impacting both current staff and future recruitment activity. However, if you correctly manage and provide your departing employees with sufficient support through an outplacement service, they may in fact be inclined to comment favourably about the support they have received from you.



Outplacement and Career Transitioning Service

Searching for a new job is one of the most stressful and challenging things that we do. Developments in technology means that job seeking is very different and ever changing.

Each year ResourceBank helps more than 5,000 people find new jobs and we have a specific service covering senior level positions. Established in 1995, we employ a team of specialist HR and recruitment experts who provide a personal and confidential outplacement service to individuals and organisations. We will help you to explore your options and then work with you to implement your action plan.

No outplacement service can guarantee to find you a new role – however, our experienced team can do is to provide practical advice and guidance which you will be able to use straight away.



Outplacement

If your company is going through a restructure and in need of Outplacement Services or you would like to find out more on how our HR Team can help you, contact Hannah Taylor on 01952 281900 or email: Hannah.taylor@resourcebank.co.uk

Northgate Careers website shortlisted for leading award

The Northgate Careers website (managed by ResourceBank) has been shortlisted for a major industry award. The website uses advanced functionality and rich digital content to attract and engage with candidates – which has been recognised by the prestigious In-house Recruitment Awards, the leading annual awards for UK talent attraction businesses.



ResourceBank has worked in recruitment partnership with Northgate since 2012 and recommended a complete overhaul of the website design and functionality in 2016. Our goal was to attract and inspire prospective candidates to join the business and be part of the future success story.

The new Northgate Careers website has increased the number of candidates sourced directly through the ResourceBank managed Northgate Resourcing Centre, as well as ensuring candidates are more aware of the Northgate culture once they have applied – increasing fill rates and reducing attrition throughout the process.

A recent starter to Northgate Egham commented:

"I didn't know much about Northgate when I saw the job for a Customer Service Advisor advertised. I looked at the careers website and watched Aimee's video. She was so friendly and the atmosphere at the branch looked really nice so it encouraged me to apply and attend the interview. I've been here for 3 weeks now and it is exactly how it appeared on the video – a friendly bunch of people and a busy interesting job."

The new website was re-launched at the end of 2016 including some key features:

- Mobile-friendly candidate application (apply with LinkedIn, Facebook, Google+).
- ["Day in the Life"](#) profiles including videos of all key individual roles, now linked to our own careers YouTube channel.
- Unique [Benefits Calculator](#) which allows candidates to see the full value of their package.
- [Meet the recruitment team](#) providing prospective applicants the first opportunity to engage with the people they will be talking to and what they are looking for.
- ["Live chat"](#) facility to immediately respond to candidate questions.
- Innovative "Welcome Portal" to manage the on-boarding process and reduce paper wastage.

6 tips to updating your careers website



1 Understand your employer brand/EVP
Number one priority when developing a new careers website is to have a clear understanding of what it is like to work for your business. You need to be clear what your Value Proposition is to new employees such as your working environment, culture and management style.

2 Design your site for mobile phones
Research shows that 60-80% of job searches are now conducted on mobiles or tablets so your site must be designed primarily for mobile phones. We recommend a "responsive" website design that automatically detects the device that a candidate is using and displays the optimum version – for either desktop, mobile or tablet.

3 Make it easy to apply for jobs on mobile
Because 70% of viewers will be using a mobile phone you must make it easy for them to find suitable jobs and apply. It's not easy completing forms on mobiles so the ability to apply for jobs with "one click" functionality using LinkedIn or Facebook profiles, Dropbox CVs and "parsing" information are all huge advantages.

4 Utilise rich media content and video
Text content is important but video, infographics and other forms of rich media are so much more engaging and appealing to visitors. Being able to see the working environment and hear from current employees is far more likely to ensure candidates apply to your business.

5 Use engaging functionality
Website technology can really bring alive the features of working at your business—you can use interactive questioning to allow candidates to see where they could fit into your organisation (which is very useful for graduate/apprentice recruitment).

6 Be available for contact
Real time chat facilities are becoming more common and provide immediate help and support to online visitors. A direct phone number to a recruitment help desk and Live chat facility on your website will also allow candidates to clarify information with your recruitment advisors who can point them in the right direction.

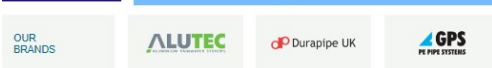
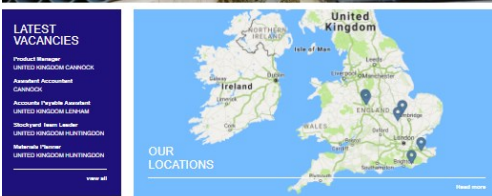
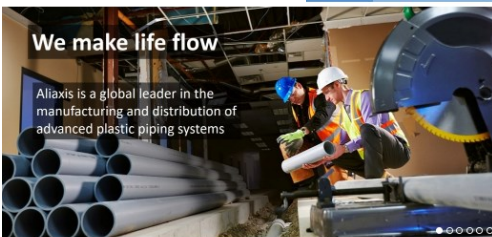
ResourceBank client update



ResourceBank's World Duty Free recruitment team were whisked off on a weekend trip to Dublin to celebrate 10 successful years with World Duty Free. Armed with an overnight bag and personalised luggage tags, the journey began of course, with a visit to the World Duty Free Store in Heathrow.

The partnership started in 2007 with the recruitment of 150 new employees for WDF's store at Heathrow Terminal 5. Since then, ResourceBank has taken on more responsibilities and have accomplished some impressive results including winning the [Best Embedded Recruitment Team](#) category at the Recruiter Awards in 2015. Sarah Medhurst, Resourcing Manager for World Duty Free said "On behalf of WDF, I'd like to commend and thank the team for their contribution and results. They are a team of highly professional, customer-service orientated recruiters who work tirelessly to recruit more than one thousand candidates every year. Here's to the next few years of working in partnership together."

Aliaxis



ResourceBank has also celebrated 10 successful years of partnership with Aliaxis which was marked by the launch of the new Aliaxis UK careers website.

10 years of the Aliaxis Resourcing Centre (ARC) in figures:

- 34,758 job seekers have applied for a job with Aliaxis
- 1,848 of candidates were shortlisted for Aliaxis managers
- 3,488 candidates have been interviewed by the ARC
- 416 placed candidates

An integrated team from ResourceBank and Aliaxis UK has been working on the new career website since the start of 2017. It is fully mobile enabled and has features and video interviews on all areas of the business to help attract a diverse range of quality candidates and to increase engagement to the employer brand.

The final version will feature an innovative Hiring Manager Portal which allows access for managers to review candidates, arrange interviews and offer or reject with the click of a button. It will also include a sophisticated on-boarding portal, personalised for each new starter to increase engagement prior to start date, to remove administration on their first day of work and to reduce environmental impact.

We are delighted that our existing partnership with Northgate has been extended for a further three and half years. We will continue to deliver our existing services including full RPO, Exit Interviews and managing their fully optimised careers website as well as extending our service to include a managed service allowing us to deliver consistency for all vacancies including Head Office..

Our relationship with Northgate dates back to May 2012 with the launch of the Northgate Resourcing Centre. Since then, recruitment has grown from 150 appointments to more than 500 per year across the range of service types. Since May 2015, the NRC has managed nearly 1,500 vacancies throughout the Northgate business.

NORTHGATE

Vehicle Hire

Other achievements include:

- Implementing an innovative ATS including a Welcome Portal and a Hiring Manager Portal
- Time to hire target achieved **11 out of 12 months**
- Candidate and Hiring Manager satisfaction **more than 90%**
- New careers website shortlisted for industry award



ResourceBank's team-building day... Be Bold, Be Brave, Be Positive



The team at ResourceBank is still in high spirits following an action packed team-building day out in Llangollen on Friday 23rd June. The morning consisted of challenges that were designed to increase team communication and skills and the afternoon saw them race down the river Dee in a white-water rafting challenge to test their nerve and determination.

ResourceBank has over 90 employees throughout the UK spread across three main offices as well as client sites and associates. The company takes time out each year to create opportunities for staff to meet up and get to know

colleagues better. Doing this in a fun but challenging environment makes sure that everyone bonds and builds great working relationships and ensures the team is ready for any challenge their clients may give them.

HR Manager, Hannah Taylor says:

"Here at ResourceBank, we pride ourselves on our solid teamwork and strong employee relationships. A large part of the company spirit is to 'Be Bold, Be Brave, Be Positive' and this was certainly the case on our away day."

"From the navigation task in the morning to the white water rafting in the afternoon, our employees showed enthusiasm and willingness to help each other throughout the entire day, and this is exactly what team spirit is all about."

The evening ended on a high with dinner and a few drinks at a local restaurant. A big thank you to everyone who came along and a massive thank you to Llangollen Outdoors for their excellent hospitality and organisation throughout the day.



Long Service Awards at ResourceBank

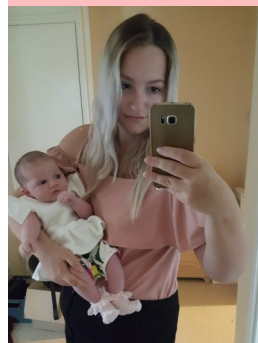


More long service awards have been given out to our loyal employees including 5 years service to Nicola who purchased a new dress with her gift voucher, Rachel who purchased a bottle of Coco Chanel and Linda who is adding to her ever-growing shoe collection.

ResourceBank's Managing Director, Richard Pearson has also been busy recently taking Jo Harborne and Jenny Stones out on a celebratory lunch to celebrate their 15 and 10 years service with the company.

Here at ResourceBank, we pride ourselves on ensuring our employees are well looked after. It's important to us that everyone feels valued which is why we award our loyal employees with long-service awards when they reach their 5/10/15 years employment.

Congratulations to two first time mums



Huge Congratulations to our two first time mothers, Abigail Douglas and Sheryl Major who both went off on their maternity leaves on 11th August



Abi gave birth to Calista Josalyn Douglas at 8.17pm on 28th August, weighing 8lbs 1oz.

Sheryl gave birth to Ruby Kathryn Tomlinson on her due date of 29th August at 11:45am, weighing 8lb 7oz.

We also said goodbye temporarily to our Executive Consultant, Patrycja Garcia, who left to go on Maternity leave on 25th August.