Creative Hiring and Retention Workshop Notes – BA Manager Forum November 2018

The following notes have been consolidated from two workshops held at the BA Manager Forum November 2018.

Retention

Challenges	Getting the basics right	Being creative
- Career progression + low turnover can lead to lack of opportunity - Achieving the right levels of career banding - People not handling ambiguity in an environment of rapid change - On the other hand, change can be a positive factor: offering: - increased career opportunities - Career path for progression (challenge of poaching) - Variety of work - Managing heightened expectation of millennials earning their stripes (unrealistic) - Local competition with more opportunities - Salary levels relating to the local market and mix of industries competing for limited resources - Slow agile adoption - IR35 – tax payments from contractors - Contactors selling the benefits of freelancing to permanent colleagues - Salary structures across a department not suiting BA development/local market - Regional office structures – right work in right location and collaboration	- Hire the right people! - Provide a variety of work - Career structure - Managing good & poor performance - Open discussion with colleagues and knowledge of the real factors affecting retention - Clear values that can be developed at a team level. - Consider sideways moves for people across the organisation – secondment possible to broaden skills and interest - Selling/reminders of the benefits of the organisation - Training / lunch and learn etc. - Overall reward package - Work-life balance - Team belonging - Recognition – team and individual - Supportive line management - Practice/line manager passion for the role.	- Social events (cocktail making/skiing trip/crystal maze/sweet stall/charity day) - Ongoing learning and fun sense of competition - Team building exercises - Celebration cupboard – (e.g. time off, wine) – immediate recognition and can be tailored to the individual - Video induction to set the right expectations - Offer training / qualifications - Help senior people move to other roles leaving scope for promotion at lower levels - Maintain a fun/enjoyable environment - Re-branding the role/image. - Working at home/other sites 9-day fortnight - Annual travel pass – monthly deduction - Network with other BA's (community spirit) - Practical development targets / time allowed for continuous improvement - Personal day for personal development e.g. google - Away from micro management - Stretch roles/work assignments

- Location, commutable to "better" opportunities. - Finding CV claims overstated and unable to fulfil in the role leading to early leavers. - Shelf-life, how long do people want to be a BA? (job interest) - Objectives relating closely to corporate objectives/strategy. Sense of contribution. - Feeling valued by the organisation – role clarity and team IT/business - Training provision e.g. peer training, 365 mentoring & "lunch and learns" - Secondments within the organisation - Work life balance - Recruitment agencies – approaching staff - direct marketing of opportunities - BA to PM pathway - Perception of BAs in other functions developing professionalism - Job interest - Senior level BA roles that don't offer people management opportunity - LinkedIn! – ease of contact with good people - Being a subset of a larger organisation and having to work to their policies.		- Flexibility for employee e.g. holiday arrangements/unpaid leave for longer breaks - Community/team activity and events. - Volunteer days/charity leave - Reward and recognition awards "Hoskin Karin" grid (objectives / strategy feed) – circles of influence. - Creating new roles e.g. dedicated to a domain and recognised expertise - Working environment improvements; - Office environment - Break out areas - Meeting space - Dress code (more relaxed) - Modern toolkit, keeping pace with changing skill demands - New ways of working, ability to change, continuous improvement - Hosting IIBA events - Employ different delivery options, variety of work - keeping ahead of new approaches - Forums/events and contact with other organisations – is the grass really greener? Have a look! - Shares schemes (if at all possible) - Allowing greater ownership/responsibility + creative freedom = motivation - Being ok with leavers! People going onto bigger things due to their achievements - Get the most out of people when they are in role but support their long-term career paths. Open/honest conversations with good performers - Ensure the community is visible and supported

Attraction

Challenges	Getting the basics right	Being creative
- Multiple challenges at the same time! - Attracting genuinely GOOD candidates - Relying on growing internal capability - Internal talent teams low cost but low on experience - Candidates who appear brilliant on paper but lack real capability - Salary or banding constraints - Brand/reputation/awareness of the organisation relative to other local employers - Social media – not always a true picture of the employer - Restriction on advertising – internal & external - Local competition - Having found the right candidate – getting them to interview - Location – geography e.g. proximity to London, low numbers of potential candidates within commutable distance. - Industry not as attractive as others. - HR may not understand the role e.g. adverts not hitting the mark. - Agencies not understanding the BA role - Asking for a degree (limiting) - Contract market buoyant e.g. GDPR/Brexit - Project work available e.g. not something new and shiny	- Think internally and externally in terms of available candidates - Consider all entry points (experienced to entry level) "Socialise" the BA Practice internally - The right candidate message. Use of all available media for market coverage - Describe the whole package, selling the company, team, available work - Go through a well-defined process that is explained at the outset e.g. multiple interviews with a clear decision date - Build the brand via external events - Advertise successes and individual achievements attracting potential BAs from elsewhere in the business	- Collaborating with other organisations in the same situation. Attracting more people to the profession - Using "Cool" technology to support recruitment efforts. - Using input from individuals and their experience & sell this at interviews. - Personal skills to the top of job spec as the focus of the recruit - Effective marketing of the role - Meet our people - More specific details of project work - Build your brand – think long term and market reputation - Appeal to more diverse groups - Incentives for referrals. - Flexible working (e.g. 9-day fortnight) - Promoting fair hours and 35-hour culture. - Consider apprenticeships or graduate schemes for longer term. - Attend suitable job fairs, conferences - BA Academy for internal candidates, sampling the role or sitting in on training as a means to learn about the role - Have a truly great recruitment process (own it) e.g. quality interview and feedback. Sell to the candidate e.g. development opportunities

• Headcount restrictions
• Outsourcing
• Saturated and sometimes stale market – same CVs
• Perception of role can scare people off (internally)
		• Promote flexible working (if at all possible)
		• Develop higher profile - signpost to blogs / talk at IIBA events – greater visibility to attract people. Creative use of media e.g. linked-in
		• Re-vamped job descriptions/candidate information
		  ➢ Training
		  ➢ Real projects
		  ➢ Mentor availability
		  ➢ Support structure in place.
		• Build relationships with local potential sources of candidates e.g. University or special interest groups

Selection

Challenges	Getting the basics right	Being creative
- Unconscious bias. Consider personal bias and diversity - Hierarchy of interviewers (who makes the final decision) - Non-BA applications (determining core skills), assessing potential v experience - Candidates who know the theory but can't practice - Candidates who perform well in initial discussion but not at interview - Salary expectations that don't match (can't put salary scale on an advert) - Too slow a process - Time to properly prepare for interviews – agree structure and required outcomes - Volume of candidates – too many/too few - Internal processes can be restrictive - Recruiting by committee and decision making slowed - Multiple interviews (too much time taken) - Question on when and what to compromise on in the selection process. Seeing lots of candidates but none are 'quite right' - Outsourcing of recruitment functions to third parties – little understanding of BA role. - Public sector constraints on pay and process - Determining a fit for both the job and the team	- Giving it the time and attention it deserves - Profiling your best employees as a benchmark for selection - Treat candidates like your customers - Develop a flexible selection process - One contact point per candidate throughout the process for continuity - Seek out personal recommendations - Face to face interview is essential with a focus on behaviours and personal skills.	- Assume everyone is the right candidate until proven otherwise - Seek out different viewpoints from team or trusted colleagues who might have a different perspective – avoid bias - Focus on candidate passion - Streamline the process - Set realistic targets on higher education achievement - Pre-CV screening and interviewing by recruiter or HR team as part of their service (educate recruiters) - Ask candidates about what they think the core BA skills are and select those that are a good match to your requirements - Use a practical case study or scenario to test out real BA skills - Develop a virtual reality workshop - Assessment centres useful to see personal interactions - Group 'escape room' style interview - Include a short presentation as part of the interview process - Use internal staff to support a mock workshop - Timebox the recruitment and selection process e.g. 10 days with pre-set milestones - Consider 1st interview, half hour exercise, then discussion as a one stage process - Using a strength deployment inventory - Consider bar raiser – objective is to hire someone better than the last hire

• Establishing how well the candidate really matches their CV • Finding candidates with the right behaviours - hard to establish in any interview process		• Cash incentives for recommendations – paid after 6 or 12 months in the role • Recruitment Tetris – look for strengths in candidates where there are team weaknesses. Consider the overall team make-up • Make job adverts more diverse – careful consideration of wording e.g. not aimed at attracting men.