

## **Archer Mathieson Research Series:** Recruitment & Retention

The Archer Mathieson recruitment and retention survey is the 4th survey in the Archer Mathieson research series designed to deliver insight into key issues within senior recruitment.

Commenting on the results James Aston, Head of HR Practice at Archer Mathieson said 'We are delighted that so many people have taken time out to give us this insight into the challenges they face resourcing their organisations...

Well structured and well managed HR functions, with an internal resourcing function, deliver the best results in recruitment, however direct contact with a specialist recruitment provider is critical.

Unlike many generalist suppliers Archer Mathieson consultants are discipline specialists and therefore ideally placed to provide the level of expertise and service clearly sought by many'

## Background

> The survey was distributed via the Archer Mathieson database. Over 300 professionals responded to the survey mainly from finance (55%) and HR (44%).

> In addition to tick box responses, professionals were given the opportunity to air their views in a number of open ended questions.

## Highlights

> **Specialist support:** Approximately 40% of resourcing is being managed by individual line managers. Whilst a preferred option for some others recognise the specialist nature of recruitment and query the effectiveness of this approach where specialist support is absent.

> **Communication:** From line manager to HR departments and HR departments to line managers everyone recognises the value of clarity through communication. Indications are that this is a key area for improvement.

> **Development and reward:** A competitive remuneration package alongside a long term view to an employee's career path is seen as the most important requirements for the attraction and retention of key personnel.

'Sometimes a professional HR and recruitment specialist can add skills and experience to the line manager that makes the hiring process shorter, cheaper and more importantly a good choice'

**Source: Finance Director, open ended response**

'It is only very successful when all parties to the recruitment process are focused on the same goal in the same timeline...briefing internally and externally is key together with responsiveness by all stakeholders during the process'

**Source: Human Resource Director, open ended response**

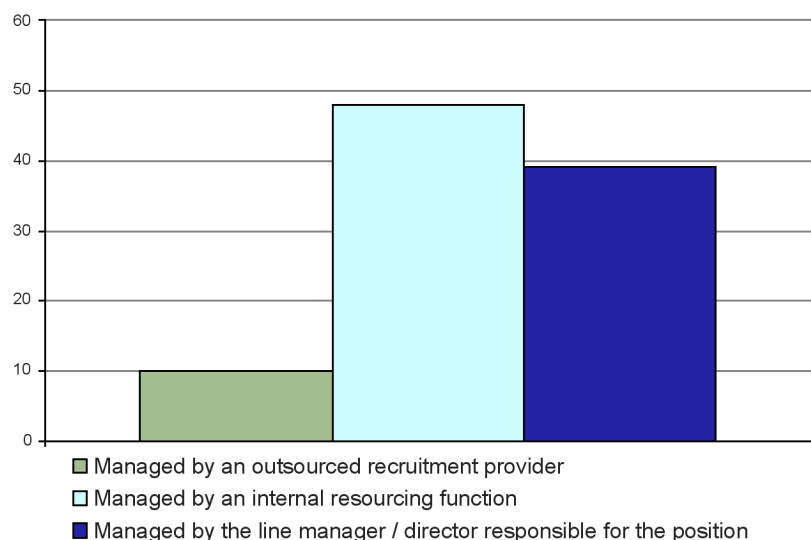
## Findings

### Resourcing:

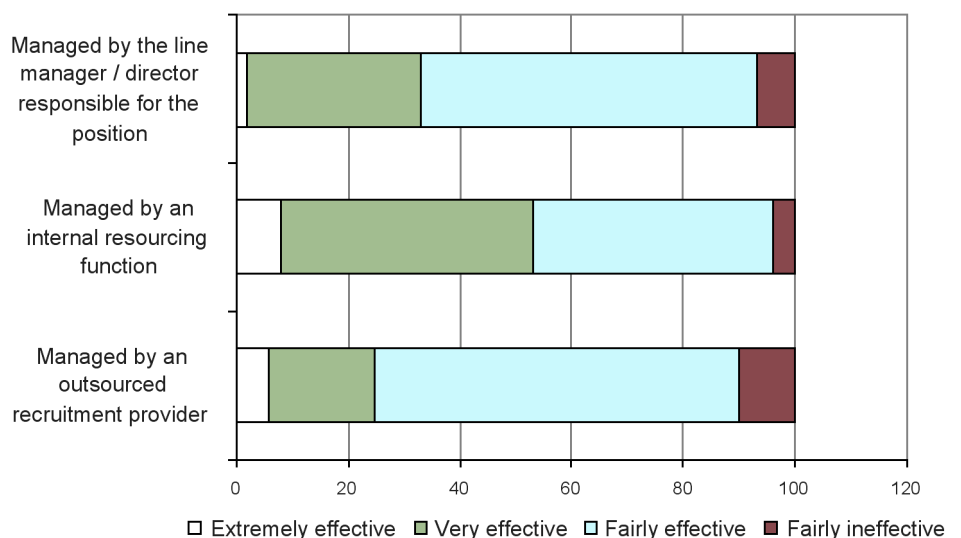
> 50% of resourcing is managed internally, 10% outsourced and 40% by line manager.

> Resourcing managed by an internal function is seen as the most effective method of the 3 with over 50% rating this method as extremely or very effective. This compares to figures of 33% for resourcing managed by a line manager and 25% when managed by an outside recruitment provider.

Which of the following best describes your organisation's resourcing approach? (%)



How effective is your organisation's resourcing approach? (%)



> Suggestions for improvements in resourcing focused on a number of key opportunities:

- 1 A co-ordinated and consistent approach across the organisation.
- 2 Scope for flexibility with PSL's
- 3 A long term approach & forward planning
- 4 Relationships and communication
- 5 Innovation & creativity of approach

'Current resourcing activity is very short – term focused. Whilst the 'transactions' are done to a very high quality, there is insufficient attention paid to future capacity'

**Source: HR Manager, open ended response**

'A more innovative and engaging approach to recruitment would produce a better candidate pool to recruit from'

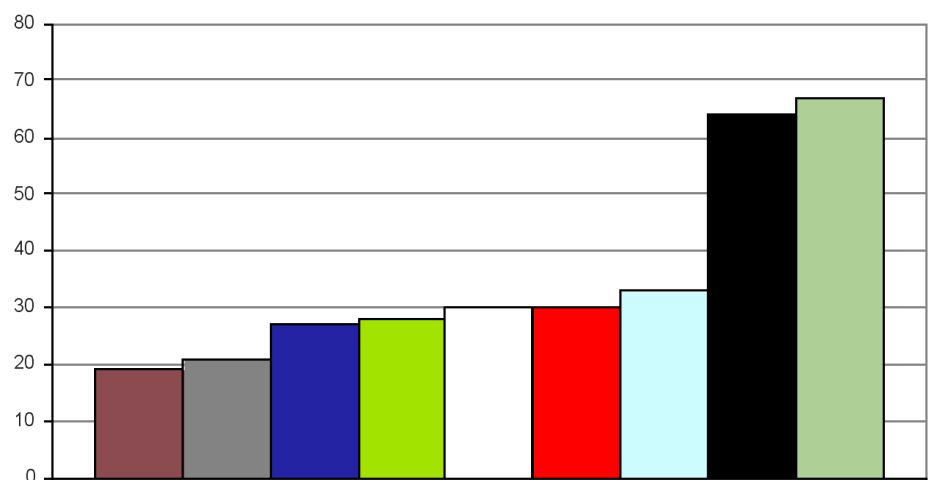
**Source: Human Resource Director, open ended response**

### Recruitment and retention:

> With 9 factors to choose from ranging from share schemes to on boarding programmes, respondents overwhelmingly chose a competitive remuneration package along with talent management and succession planning as the most important requirements for the attraction and retention of key personnel.

> Beyond the top two however, respondents clearly feel there is an opportunity to attract, retain and engage employees through inclusion in organisational strategy and the opportunity to share in organisational successes.

Key factors in attracting and retaining personnel  
(% of respondents ranking within their top 3)



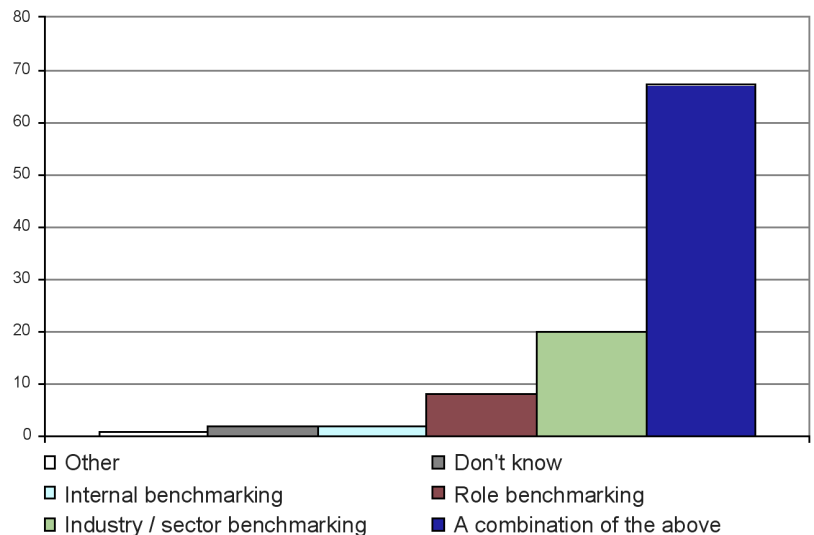
- Effective on boarding programme
- Recognition amongst colleagues
- Factoring in the cultural requirements of the business
- An efficient recruitment process
- Relevant training & development programmes
- Access to & involvement in organisational strategy
- Sharing in organisational successes
- Talent management & succession planning
- A competitive remuneration package

### Compensation and Benefit strategies:

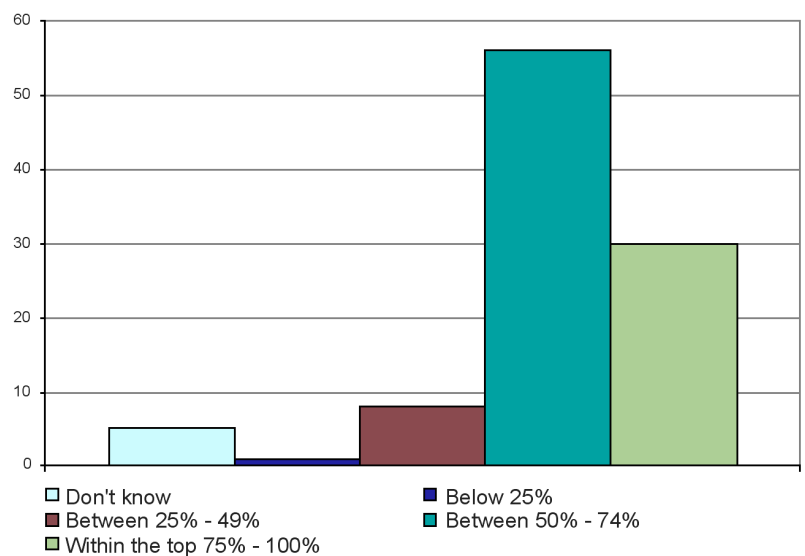
> Organisations clearly keep a keen eye on compensation and benefit trends in their sector using a combination of external, internal and role benchmarking.

In this ever competitive market 30% of those surveyed described their organisation's overall rewards package to be in the upper quartile for their sector. Few fell into the lower two quartiles.

### How do you determine your compensation & benefits / remuneration packages? (%)



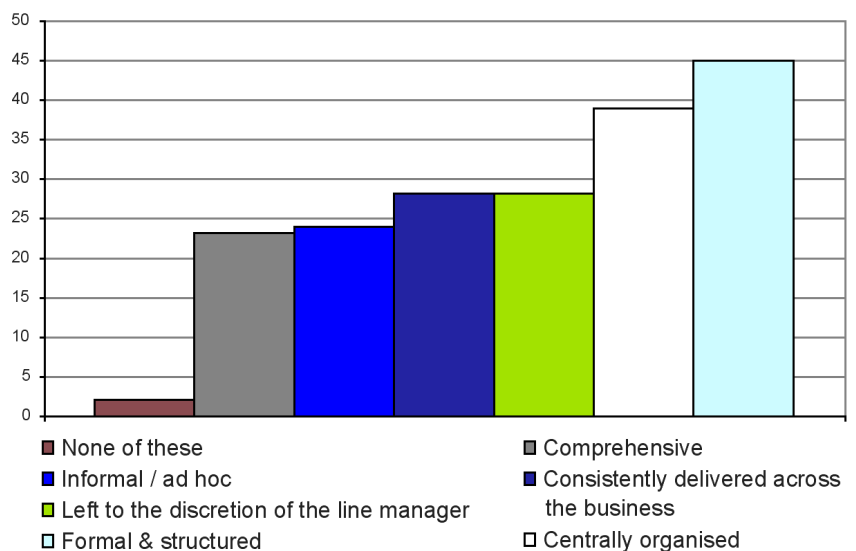
### How would you describe your organisation's rewards package (in overall value terms) relative to the rest of your sector? (%)



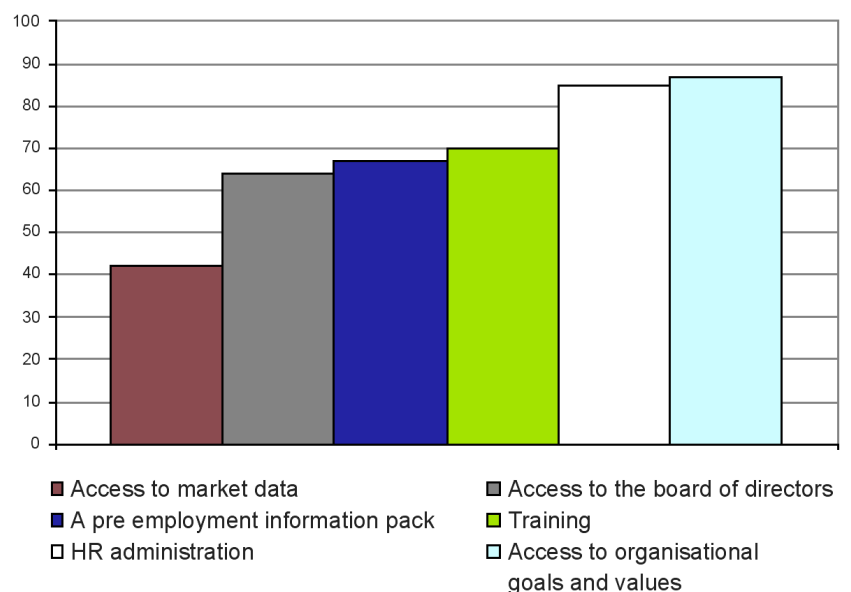
## Induction

> 45% of organisations surveyed are providing new employees with a structured induction programme, often centrally managed. Nearly 30% however continue to leave this to the discretion of the line manager.

Which best describes your organisation's induction programme for new recruits?



Which of the following are included in the induction of senior managers to your organisation? (%)



> Open ended responses reveal that many organisations surveyed have either recently introduced new on boarding programmes or are in the process of reviewing their current practices.

> Key areas for improvement in induction included:

- 1 Structured and consistent but with individual relevancy
- 2 Improved content without overload including vision & goals, culture, market data, key business drivers
- 3 Use of mentors and buddies
- 4 Timing & pace

‘This needs to be vastly improved, we currently conduct a very basic HR process type induction, there is no introduction/information relating to the actual business, the structure, values etc etc’

**Source: Human Resource Director, open ended response**

## Archer Mathieson Interim management & executive recruitment

Archer Mathieson is the UK's number one interim management provider outside of London – recognised by Executive Grapevine's 2007 report. Specialising in the four disciplines, Archer Mathieson assists its clients with interim management & executive recruitment requirements within the areas of human resources, finance, IT and procurement & supply chain.

Archer Mathieson  
St. Leonard's House  
126-130 St. Leonard's Road  
Windsor Berkshire  
SL4 3DG

### **Contact**

**James Aston**  
Archer Mathieson Human Resources  
01753 754 333  
james.aston@archeremat.com

**John Archer**  
Archer Mathieson Executive Recruitment  
01753 754 333  
john.archer@archeremat.com

**Ashton Ward**  
Archer Mathieson Interim Management  
01753 754 333  
ashton.ward@archeremat.com