

RETAINING TALENT IN MANUFACTURING

Guide

**EXECUTIVE
NETWORK
GROUP**

INTRODUCTION

With the global job market the hottest it has been since the Covid19 Pandemic started in early 2020 - and with the introduction of the great resignation - employees leaving organisations for pastures new is to be expected.

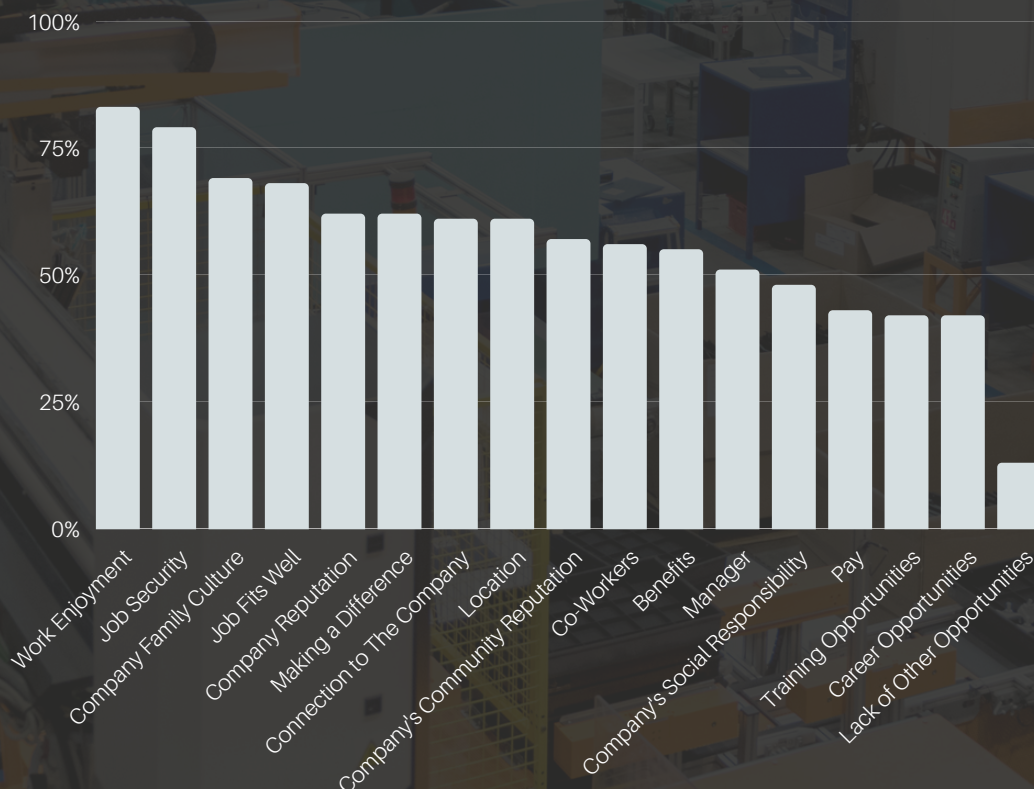
However, losing gifted employees is never a good thing, and retaining talent is of paramount importance as we move into the second half of 2022.

“Around two-thirds of employees under age 25 said they stay with their current employer because of training and development (69%) and career opportunities (65%)”.

The Manufacturing Institute

So how can manufacturing organisations secure the immediate and long-term future of their workforce - whilst maintaining a happy and ambitious environment?

Reason for staying with current employer (% Strongly agree/agree)



THE 3 C'S



CAREER

Career is about work: having a job that provides autonomy, allows you to use your strengths, and promotes your learning and development. It is at the heart of motivation.

COMMUNITY

Community is about people: feeling respected, cared about, and recognised by others. It drives our sense of connection and belonging.

CAUSE

Cause is about purpose: feeling that you make a meaningful impact, identifying with the organisation's mission statement, and believing that it does some good in the world. It's a source of pride.

SAFE WORKING ENVIRONMENT

Feeling safe at work is imperative for success, particularly in a manufacturing environment. Sometimes working in hazardous environments in manufacturing comes with the territory. However, employees should always feel as though they have all the knowledge, training, and equipment possible to keep themselves and others safe. If this is not provided by employers - it could lead to a tense workforce, who feel that the company doesn't care about their safety.

Regular health and safety checks on equipment, environment and employee knowledge could significantly reduce the risk of injury. Whilst everyone must take accountability for their safety, it is important to have health and safety professionals on-site, as well as due diligence when it comes to the checking and maintaining of machinery and equipment. Covid-19 resulted in more scrutiny on safe work environments, with the introduction of face coverings and other appropriate PPE, as well as maintaining sanitised equipment and clean workspaces.

EXPLAIN YOUR VISION

Including your team in the plans of your business is a great way of getting them excited about the direction it's taking. Going from one workload to another with no satisfying conclusion can be demoralising, so allowing your employees to see where all their hard work is taking the business - and how they have contributed to this success - is a terrific way to get them excited about their work, thus increasing the likelihood of keeping talented individuals within the company.

Team members want to feel that their work is valued and that they are making a difference in the business. Keeping them in the loop when it comes to brand development is a good way of making sure they feel appreciated.

CAREER PROGRESSION

Career progression is often a key reason individuals may leave their current employers. Promotions and monetary bonuses can improve the lives of your personnel due to more responsibility, improved compensation packages, and more influence within the company. Hitting a glass ceiling can be incredibly frustrating and cause employees to reconsider their future and look for new opportunities. It is of critical importance to give employees the tools to progress within the company structure, such as:

CREATING NEW ROLES

When an employee is exhibiting increasing potential for promotion but is blocked by no movement from above, it can be incredibly disappointing for them. This may lead to a re-think of their position within the company. Although it may not always be possible to create new divisions to fit everyone in, you should always make sure employees have an achievable career path. Don't be afraid to reshuffle the status quo to accommodate talented people.

REGULAR PROGRESSION MEETINGS

Keeping in consistent contact with your employees is extremely important for their growth. It allows you to get to know them better personally, and know what makes them tick and what their needs and wants are. On the other hand, autonomy is an important factor for many people, so try to find the right balance for each employee.

REMUNERATION

Use market analysis to ensure that your company's remuneration package is competitive with competitors. "Company perks are significant, not only in recruitment of staff but in retainment too. One-third of respondents to our survey would leave their job if benefits were not updated and reviewed regularly, whilst 43% stated they would leave their employment if benefits were stopped." – Adler Manufacturing.

Benefits like enhanced maternity and paternity leave are crucial to a competitive package.



OPTIONAL TRAINING

Optional training can be offered to employees to gain new skills and qualifications that can improve their workload and help them have a more polished outcome.

REWARDS FOR OUTSTANDING CONTRIBUTIONS

Rewarding employees with bonuses and incentives are a great way to, not only maximise productivity but also give employees more of a reason to remain in a role within a company. They may not get the same incentives in a similar role with another organisation.

MENTORING SCHEMES

Whilst mentoring schemes are great for onboarding, they can also be a useful tool for retaining talent and helping them enhance their career and buddy up with people with different roles to allow them a wider scope throughout the company.

MAXIMISE ONBOARDING STRATEGIES

New starters are likely to need a lot of support and training when they begin a new role. Regardless of experience or seniority, starting a new career journey can be daunting with exposure to new people, teams, training and systems. It's proven that with a great onboarding strategy you are more likely to retain your workforce.

There are lots of ways of welcoming new members of your team, whether it's working from home, office life, or a more physical role:

- Manage regular welcome and check-in meetings;
- Online training platforms;
- In-person or online meet and greets with other teams and divisions;
- Informal welcome lunches or dinners;
- Taking them out of the workspace and getting to know them as individuals and vice versa;
- Buddy system and regular reviews.

MENTAL HEALTH SUPPORT

On average, 25% of individuals suffer from mental health problems every year in the UK, according to Mind. Many social media platforms are raising awareness for mental wellbeing, such as Instagram's #HereForYou project. It's imperative to ensure you have a mental health support plan in place for those who need it. Regular wellbeing meetings and an environment for them to feel comfortable expressing themselves, as well as allowing time off for mental health recuperation, are also practices that can have a positive impact on employee wellbeing. We would advise you have an internal employee assistance programme to ensure best practices, such as having an on-site mental health first aider and making it easy for someone to report a problem. This can be achieved by having procedures to ensure that the employee gets the best care possible.

BEING PROACTIVE, NOT REACTIVE

Companies will feel that if they react quickly when these problems arise, they can be corrected, however, this isn't always beneficial. Proactive, clear and precise initiatives - such as new leaders coming into the company with new, innovative ideas - will prove to employees that there are measures to provide them with a healthy and happy work environment.

