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# Attracting and retaining employees

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**2 May 2019**

*The professional body for HR & L&D*

*@cipdireland*

# CIPD: Championing better work and working lives



**Building voice  
and impact**

**Building professionalism -  
Experts in people, work and change**

**CIPD**



# Attracting and retaining employees in Ireland's tight labour market



# Resourcing

siliconrepublic

CAREERS

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## More than 3,000 jobs announced in Ireland to beat the January blues

### Unemployment rate falls to 5.6% in February - CSO

Updated / Tuesday, 5 Mar 2019 14:11



### State targets 5,000 jobs in international financial services

Financial Services | Ciarán Hancock | April 26, 2019, 05

Government set to implement five-year strategy for sector



## FINANCIAL TIMES

COMPANIES TECH MARKETS GRAPHICS OPINION WORK & CAREERS LIFE & ARTS HOW TO SPEND IT

Get a fresh start.

Choose your FT trial

Dublin seek fresh talks  
assembly



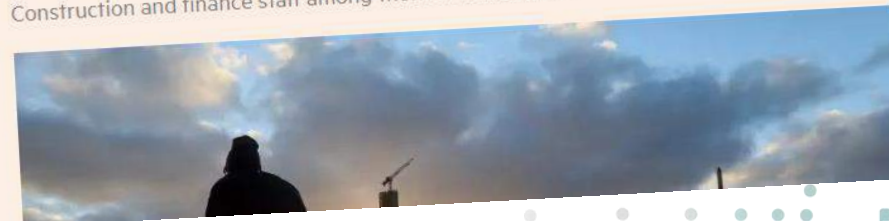
UK law firm Fieldfisher readies for  
Brexit with Irish merger



BT moves ahead with sale of  
division

### Skills shortage sends Irish employers on global hunt for staff

Construction and finance staff among those in demand as economy nears full employment



### John FitzGerald: Graduate brain drain has potential to damage economy

Economy | John FitzGerald | November 23, 2018, 04:33

Permanent emigration of people with key skills could be

CIPD



## Skills shortage and retention

- 84%** Experienced skills shortage in the past year
- 43%** Experienced an increase in voluntary employee turnover



# New ways of working – growth of non-standard jobs and ‘human cloud’



- Approx 30% of US workforce today are contingent
- Flexi working in employment growing more slowly
- 65% of school children today will end up doing jobs not yet invented
- Delayed, networked organisations

# UBER



## New website to list all flexible office spaces in Ireland

**CIPD**







# Resourcing

- Redesigning jobs
- Identifying transferable skills
- Recruiting internationally
- Building communities and networks
- Finding specialists
- Candidate centric - automated
- Future focus and learning mindset

### Employer Branding

- For all sizes of organisation
- Would your employees recommend it as a place to work?
- What questions are candidates asking
- What is being said about you on Glassdoor.com

# Employee experience

# Employee experience

- Questions are candidates asking?
  - Development, flexibility, well-being, inclusion?
- Employee focus
- Personalisation
- Employee voice
- Dealing with trust

## Growth in interest in flexible working

Top organisation priority over the next two years



Used to promote inclusiveness



Action to address gender pay gap



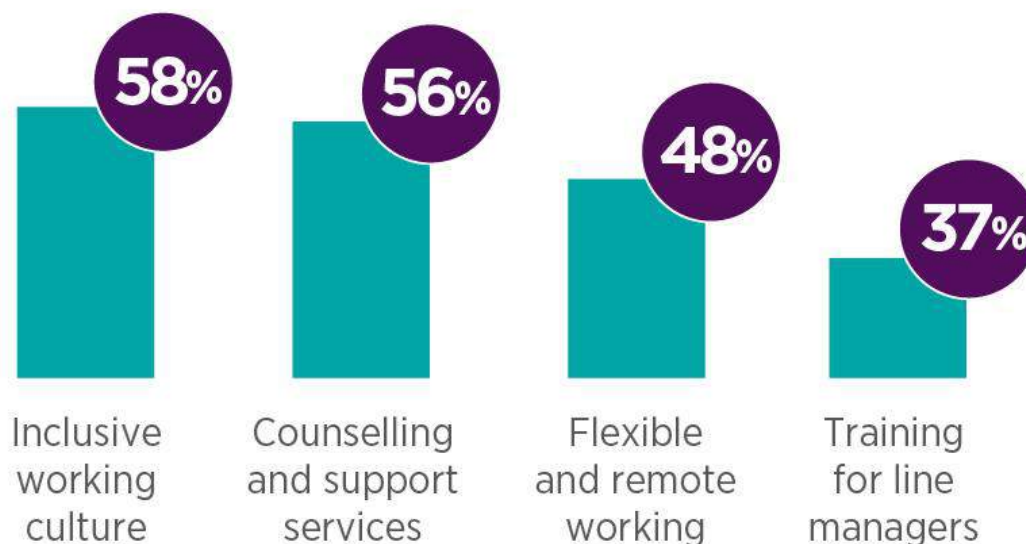
Use technology to facilitate remote working





## Diversity and inclusion

### Activities to promote inclusiveness



Are you ready for gender pay gap reporting

## Well-being at work

### Outcomes of well-being initiative

Better employee morale & engagement

55%

A healthier culture

34%

Enhanced employer brand

29%

Better staff retention

24%



2019

## Top well-being initiatives



Employee  
assistance  
policy



Mental health  
support



Onsite  
well-being  
initiatives

A clear, compelling narrative of where the organisation is going and why.

### **Purpose**



### **Strategic Narrative**



### **Engaging Managers**

Employees know what is expected of them, feel appreciated, are given autonomy and receive training

Employee voice is offered and heard up and down the organisation, people feel their voice counts



### **Employee Voice**



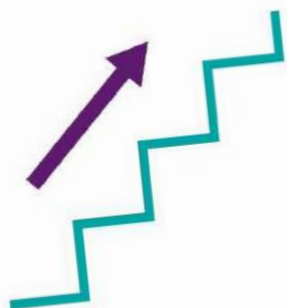
### **Integrity**

Values on the wall reflected in day to day behaviours, no 'say – do' gap. Any gap results in distrust and trust is at the heart of employee engagement

# Development



## Top two factors driving employee turnover



1 Better career opportunities



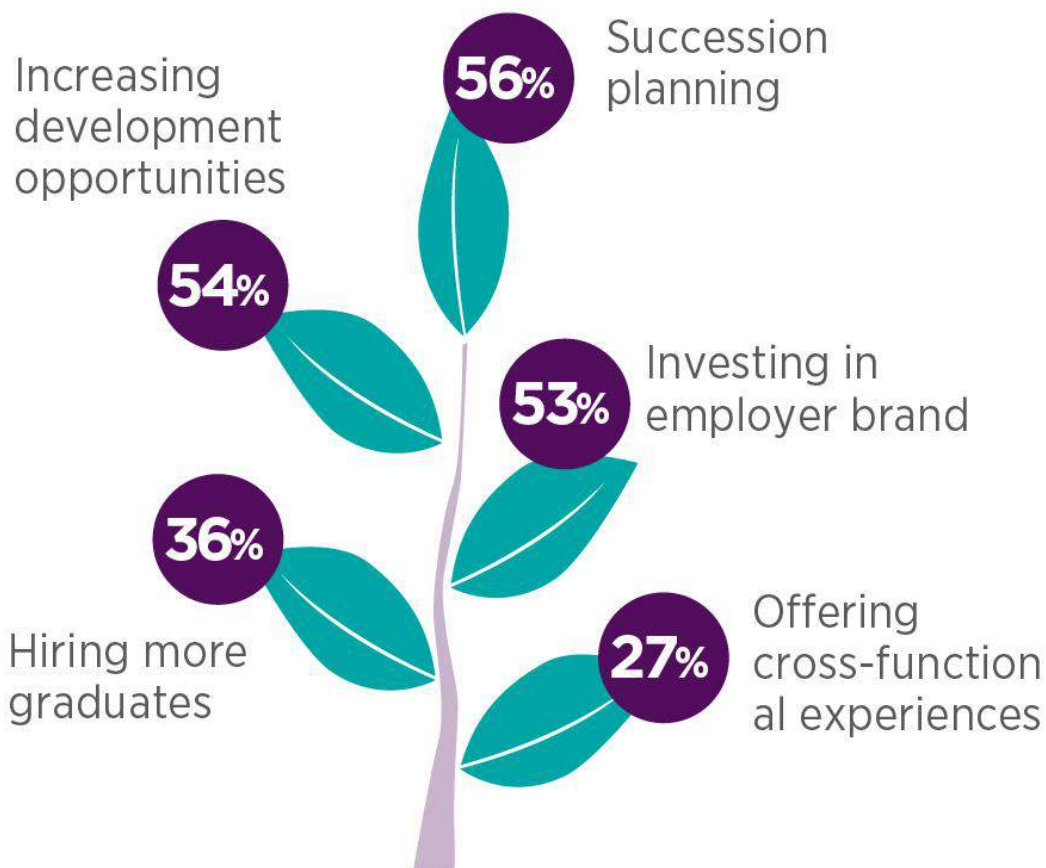
2 Better rewards

## Top three actions to improve retention



- 1 Learning and development
- 2 Induction
- 3 Work-life balance

## Growing the talent pipeline



# Development, learning

- Recognise the employee expectation
- Structured one to one conversations
- Articulate the career scenario
- Personal, blended, app based - curation of content
- Learning application and reinforcement
- WIIFM

**Learning  
in the flow  
of work**

# Leadership and people management

## What's constraining HR?

- 1** Lack of time available to line managers for people management
- 2** Inadequate systems and technology
- 3** Ineffective devolution of HR to line managers

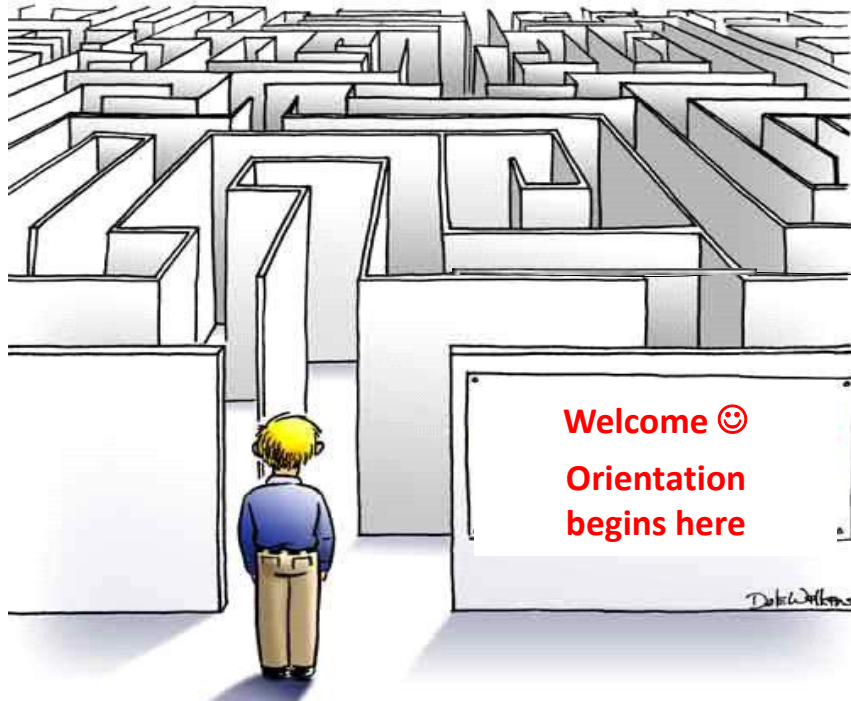




# Role of the line manager

- *Appointed for their expertise*

- Source
- Attract
- Select
- Orient
- Train
- Develop
- Coach



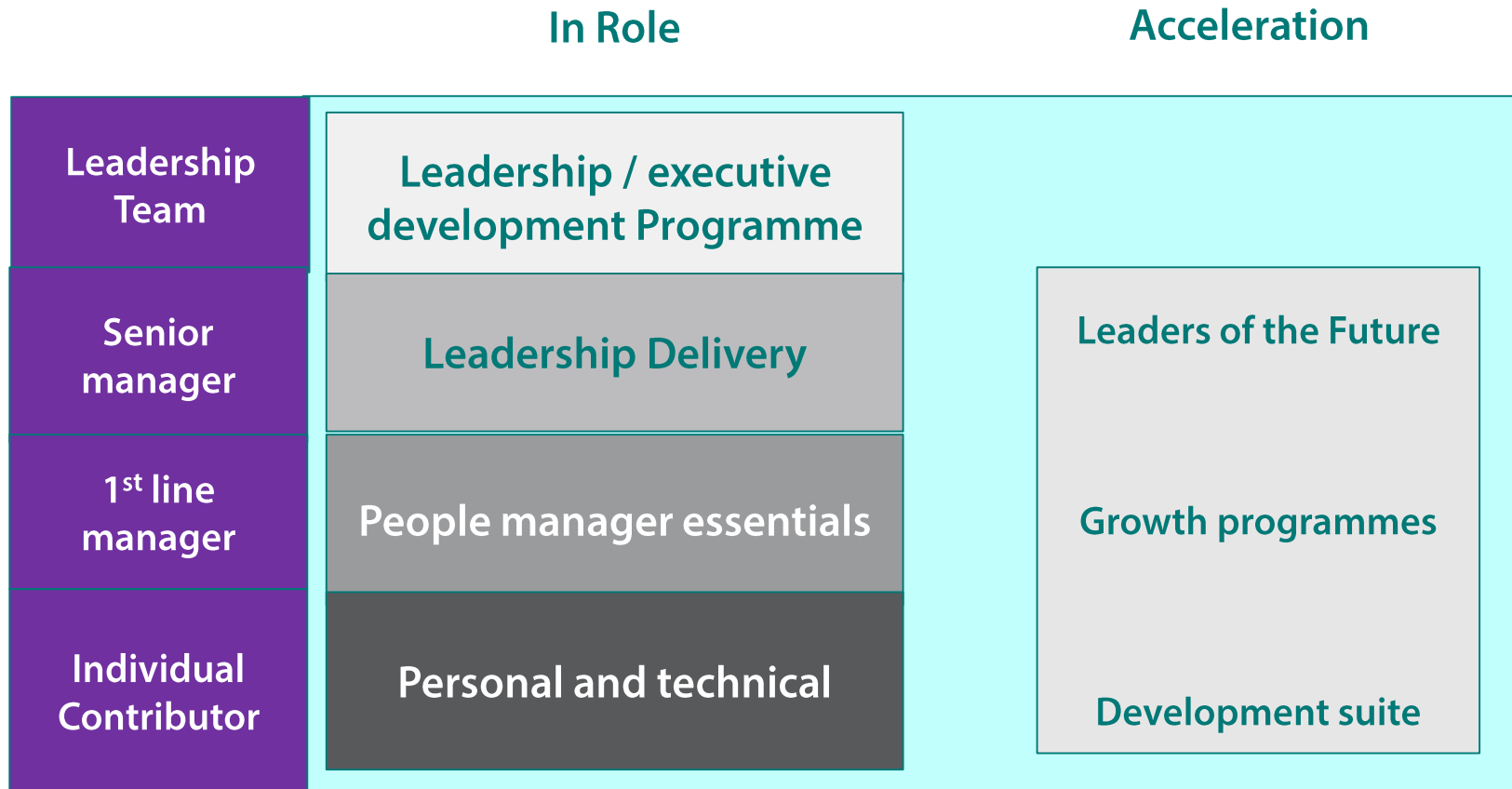
- Safety, well-being
- Engage
- Performance
- Reward
- Conflict
- Compliance, reporting

Are people management practices fit for purpose

# People manager development

- To meet a specific business need
- Clarify responsibilities
- Coaching culture
- Feedback and reinforcement tools
- Business application
- Connected to performance and reward

# Leadership development frameworks



# Growing use of people analytics

## The Valuing your Talent Framework

The *Managing the Value of your Talent* report includes, in the appendix, definitions of indicative metrics for the various boxes and levels of the framework.



# Governance – Reporting on 7 dimensions of human capital risk

Talent  
management

Health and  
safety

Employee  
ethics

Diversity and  
equality

Employee  
relations

Business  
continuity

Reputational  
risk



*Thank you*

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