

Investing in training sees staff retention rates increase from 40% to 80%

Introduction

Ricky Martin, owner of Hyper Recruitment Solutions (HRS), was crowned winner of The Apprentice in June 2012 and has since successfully set up and expanded a specialist recruitment consultancy using the investment from Lord Sugar. The business is focused on mid to executive level appointments for the science and technology industry worldwide.

With his credentials as a scientist added to his qualifications in professional recruitment practice, Ricky and his team have quickly become known for their excellence in service delivery, compliance and caring for what they do. One of Ricky's key values in life, and business, is how to make a positive difference and he instils this into the forward-thinking culture of the company .

With a silver award in Investors in People, Ricky and his management team recognised that investment in training would help the business to grow more quickly, while offering opportunities for staff to progress too.

The Challenge

Like many growing recruitment companies, there were a range of areas within HRS where training needs had been identified. Various programmes were developed in-house, designed to ensure the highest level of service delivery could be offered at every touchpoint. The challenge was in taking those programmes, fine tuning them and then delivering in the most effective way across the different HRS audiences. They decided to source a training specialist who was not only a proficient trainer, but one that understood both niche recruitment and the operational requirements of the industry too. The required outcomes for the various initiatives were to:

1. Achieve a balance of high-end customer experience which complimented a KPI driven approach to delivery.
2. Deliver and measure a mentoring programme for senior management as well as those ready to take the step up to becoming part of that team, to ensure a cohesive and inclusive approach flowed across the different management responsibilities throughout HRS.
3. Implement and manage the in-house developed induction programme for all new starters, to instil consistency of process and service delivery.
4. Provide ad-hoc training across a range of skills to ensure all teams could achieve high end service delivery to both clients and candidates.

The Solution

Management Coaching & Mentoring

Regular dedicated coaching sessions and ongoing mentoring were scheduled for the managers with a focus on enhancing their already considerable skills. This has allowed them to more confidently manage and develop different aspects of the business and their respective teams. With Dominic's considerable recruitment industry experience, a separate initiative was implemented to mentor an already successful senior recruitment consultant. With an impressive account management background, the 1 to 1 mentoring focuses on developing sales techniques to ensure sustained growth and establishment of HRS within a new geographical market.

Induction Programme

A robust induction programme had already been developed and implemented by HRS, which is supported with a comprehensive handbook given to all new starters. The primary goals of the programme are to quickly get new starters to a level of experience where they become adept at billing, within a more structured work environment which in turn gives HRS improved retention.

Dominic supports this programme by running an initial 2-day course which focuses on screening, questioning and engaging with candidates, as well as general communications skills. This sets new starters up for their first month with HRS, where they focus entirely on qualifying potential candidates. After the first month, Dom works onsite with them again for a day providing live call coaching. Training in understanding, promoting and selling a job to suitable candidates is then covered ensuring that the new recruits finish their induction as proficient and effective resourcers.

Sales, Delivery & Account Management ad-hoc sessions

More ad-hoc training needs had also been identified and Dominic's considerable training delivery and recruitment experience allowed him to deliver a range of training focused on sales, delivery and account management within recruitment. These sessions were customised to suit the objectives of HRS and are based on Dominic's theories and principals developed over many years working within the recruitment industry. They have included:

Sales: A half day classroom style sales training followed by live call coaching.

Delivery: Half day sessions focused on effective recruitment covering process and best practice methods – for both client and candidate audiences

Account Management: To support the delivery of high level service within HRS, these sessions concentrate on managing and developing customer relationships.

- The management team now work in a more cohesive way, overseeing aspects of operations, or being responsible for teams developing services within new sectors. An ongoing management development framework is now in place with sessions every six months.
- HRS has brought in a number of groups of graduates who have undertaken the induction programme with a retention rate of 80% of these.
- The Edinburgh office is now established and the mentoring programme continues.
- The teams are now focused on delivering a high-end customer experience.
- With the renewed focus on training HRS has seen continued growth.

A positive working relationship built on mutual respect has been developed and Dominic's combination of in-depth recruitment experience and extensive knowledge of tried and tested training methods ensures he can act as a sounding board for any new initiatives. Ongoing reviews add value and Dominic's ad-hoc support, including phone reviews and face to face coaching across all skill sets, is available where any gaps are identified. In addition, an ongoing training programme is in place which has created development opportunities for all staff and a more formal performance management process too.

While HRS continues to grow and explore new markets, Dominic's training delivery brings to life Ricky's vision for his business and the various learning & development initiatives which have been developed in-house.

“While we had already done some significant work in developing our training in-house, working with Dom has given us the opportunity to deliver our programmes in a way that has really engaged our teams within HRS. We have experienced a higher retention rate of graduates from around 40% to 80% and seen continued growth for the business too. I would like to thank Dom for his patience, efforts, preparations and professionalism throughout the work delivered so far and would have no hesitation in recommending his services to other recruiters looking to take their training to the next level.” Ricky Martin, Owner of Hyper Recruitment Solutions

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