

Video Transcript

Webinar Recruitment - how to attract and retain the best talent May2023

Dan Wall

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Uh, time to get going. So good morning, everybody. And thank you very much for joining this Aviva Broker Webinar. Today's webinar is titled Talent and Recruitment. How to attract and retain the best talent. I'm Dan Wall. I'm gonna be hosting the session today, and I'm joined by two great speakers, John Nutter and Caroline Spary.

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But before we get started, just got a couple of housekeeping points. Firstly, today's session will last no longer than an hour, and due to the large number of attendees, everybody will remain on mute for the duration of the session. So if you do have any questions, please use the Q and A tab at the top of your screen, and we'll pick them up in the Q and A session at the end. If you haven't used their teams before, the Q and A tab is just right at the top of your screen, and that will open a window on the right hand side just to type your question in. And if we're not able to get through all of those questions today, we will take these away and we will get answers directly out to you. Finally, this webinar is being recorded, and it will be made on the Aviva broker website very soon. So if you want to watch it again, or if you've got anybody else in your office that you think will do would find it useful, then you can watch it again on the Aviva broker website.

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But I think that's enough for me. So without further ado, let me introduce you to our champion in talent and recruitment, recently starring on Insure TV, our very own John Nutter. So over to you, John.

John Nutter

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Oh, I'm so glad I've recorded you saying all that, Dan, thank you very much for that. Indeed. Uh, welcome, everybody. Thank you for joining us today. Um, as Dan said, today's session is gonna be about an hour, and we're gonna talk you through, Um, all the hints and tips that we can give you about, um, retaining talent and about recruiting as well. At the end of the session, we're also going to highlight some of the resources that we've got available. Um, so that hopefully, when you go away from this session, you'll have everything you need, um, to both retain talent and recruit at the same time. Now the eagle eyed might, um, notice that, uh, originally Maria Ketteringham was due to be joining me on this session today. Uh, unfortunately, Maria has, uh, had a family bereavement so has not been able to join us. But stepping into those shoes at the last minute, um, is Caroline Spary.

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Uh, and I'll let Caroline introduce herself. But first, before you do massive Thank you, Um, from me and from all our listeners as well, Because they don't want to hear me groan on constantly for an hour. So, Caroline, do you want to introduce yourself?

Caroline Spary

02:30.649 --> 03:25.440

Hello? Thanks, John. Um, I am Caroline Spary. I work in the Broker Marketing team at Aviva. I'm one of Maria's colleagues. Um, so I'll do. I'll do my best to fill some big shoes today. Um, but some of you may actually be wondering why there is a marketing person on, uh, a webinar about recruitment and

retention in the first instance. Um, and hopefully that will become apparent throughout the course of the session. Um, but without giving too much away, basically, in the market we're in at the moment, you're gonna need to market yourselves to potential candidates. Marketing for you now, as people that want to recruit is is is not just gonna be about trying to win new business. So, um, as I said, hopefully that will become apparent as we go through.

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But without further ado, we'll, uh, launch into a question for you all. Um and I'm hoping that a little pop up box is popped up on your screens. Is that right? I hope so. Um oh, here it is. Thanks, Dan. So our question to you as people or businesses that, um, may have been recruiting recently. How long has it typically taken you to fill your vacancies? So if you could click one of the four answers, I'll give it sort of 10 or 15 seconds and and see what's coming up.

John

04:13.699 --> 04:23.109

We're starting to get some results through, so thank you very much. The beeping of people joining is going to be fun if that carries on throughout the session. But there we go.

Caroline

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I don't know if everyone else can hear the beeping or whether it's just us.

John

04:26.690 --> 05:01.790

but right, so it looks like Oh, yeah. We've got a decent amount of responses now, so it's looking like 2 to 3 months is the favourite. About 41% got about 30. 32% taking 4 to 6 months and yeah, 29% taking six months. Plus, so I mean, yeah, that actually is pretty much in line with, um, you know, with the feedback that we've had from our broker barometer survey that we've done recently, isn't it?

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Yeah, um, but it But it's a definitely an indicator of of what the market is is like at the moment, and and the people, you know, the businesses and people are struggling to fill, Um, you know, their vacancies. Um, So we're gonna start off by talking about the market a little bit. Why are we here? To talk about recruitment and and talent in general. Um, just on the slide that we've we've put up there, you know, I think the first thing to say is it is not a localised issue. It it It does not just affect brokers who are on the outskirts of large cities. It is across the board, and there's a bit of feedback there from different brokers throughout the different regions that that Aviva have you know, saying that you know, they're looking for people with experience. They haven't been able to find it. Um, there just isn't the richness of talent there that there was. Um I've had feedback, you know, saying that a lot of the insurers used to have regional offices, and that always created a pool of talent for brokers to pull upon. But now, with there being less regional offices, there's less, um, trained insurance talent out there. It is definitely an issue, but it's not just an insurance issue. Across the board, people are struggling with recruitment at the moment, and I think you know that this is a a great indicator as to why the the labour market, um, statistics that were published back in in in March of this year pretty much show that the unemployment, um, versus the job section of the pie chart are almost the same. Which, which means that you know, there isn't a massive pool of unemployed talent sat there waiting to fill the jobs, and and you know, many of the people that are out there, um, in that unemployed sector might have the right skill set might not particularly want a role within insurance. So it. It shows that it's it's a difficult market.

06:58.100 --> 08:18.600

It's certainly, a competitive market at the moment. Um, now, from an insurance industry point of view last two years, you know, we lost a lot of people during the pandemic, people decided to take early retirement. People left the industry, and what we've seen is that 65% of those individuals who left haven't returned. And and I would certainly suggest that the vast majority of those are probably very

experienced individuals, people who've been in the industry a while, and therefore we've not only got a gulf in in in talent, we've got a gulf in experience as well. Um, this has improved a little bit over the last kind of 12 months since we first did surveys, but we've now got about 70% of brokers are looking to recruit now. You know, to me, that statistic, although improving, is still massive. It's immense that, you know most people are are are having to recruit. And, you know, as we said, um, in the poll, it's taking a long time to fill those positions and and, you know, the the last part. You know, most positions are open for at least four months, if not more. And depending on the seniority and the experience that you're looking for, it could be significantly more than that.

08:18.600 --> 14:09.940

So wanted to share with you this slide, which is, um, some research that the CIPD, have done recently. And this is basically, um, highlighting how people and businesses are trying to tackle the recruitment and retention challenge at the moment. And we've seen a bit of a shift, actually, because 12 months ago, the number one thing that people were doing was raising pay, and that's now shifted. So it's still there. But actually, right now, 47% of people are upskilling staff, which, as an L&D professional music to my ears. Thank God you know, we are growing and developing our own talent. And we absolutely should be doing that, you know, particularly with the way the labour market is at the moment. Pay is still a, you know, a key shift. It's definitely on the up, um, and and as the stat on on the right, um, that that came in from our broker barometer shows that 58% of brokers are paying more than they expected to have to actually get a candidate in, Um, and and then there's the 36% of increasing duties. So people are shifting duties around their businesses, reorganising, looking for development opportunities for people in in the hope that they can, um, potentially not have to recruit. I did a bit of research myself recently into the actual costs, particularly if you're using a recruitment agency of bringing someone in. And I was seeing figures of somewhere between £22,000 Uh, in terms of the the the cost of to a recruitment agent and bring people in, I mean that that's immense. So the £19,000 is very much more aimed at senior positions. But but even £3000 as a as a fee to pay to bring someone into the business, it's a big chunk. It's a big cost. Um, you know, most recruitment agencies now are charging somewhere between 20% and 30% um, of the salary that they've, um that they've been advertising for you. So it shows it's a significant cost to a business and definitely something that you should be thinking about before you even start the process, but we'll come back to that in a second. Um, the last kind of set of stats that I wanted to share with you and there's quite a bit on on this page, so I'm not gonna go through all of it. But, um, you know, we the CIPD do research year on year across Not just the insurance industry, but you know, all the different labour market and and they they try to understand what are the key reasons for people moving for the mobility of people, between jobs and what we've seen since 2019, where increase in salary was the number one, the the sorry, The number one reason for people to move that's now shifted to number two And the majority of people from 2022 onwards are now looking at work life balance as the number one reason for shifting. Now that to me, could be a generational thing. You know, um, younger generation, generation X and Z coming through looking at, um, wanting a better work life balance. Um, it it could just be that that's the way the labour market has has changed since the pandemic. I think there has been a significant shift, but it it does show that when you're advertising for a position when you're looking to, um, you know, to to get new talent in talking about work, life balance, it's not necessarily a bad thing because that's what people are looking for now, over on the right hand side of this slide, I think this is particularly interesting. Um, there are generational differences for what people are looking for in a role. So what we what the CIPD have found is that 41 years and older salary benefits and security are much more important for that. You know, age range and career progression is is less important. Now if you think about that, you know, at that stage of life, you're starting to think about retirement. You start to think about, um, pensions and, you know, medical benefits, things like that. So that's what you know. People are at that age range are looking for, and the younger generation less interested in the pension, even though they should be, um, more interested in the reputation of the business and what career progression they're going to get from that business and and working from home is actually dropping at that stage. So, um, we'll touch on the whole flexible working and working from home a little bit later on. But it does show that even just in the wording of your adverts and the things that you kind of that that you bring to the front, um in in your job descriptions that will attract a different type of person or certainly a different age range of person. If you're looking for more experienced staff, talk more about the benefits and the security and and the salary. You know, if you're looking to bring in younger talent,

then it's more about reputation and career progression and things like that. You can affect that very much in just how you word your advert.

13:33.859 --> 14:12.159

So this is where we get to the kind of imparting advice bit. Now, Um, I have worked with a vast amount of insurance brokers in my 28 years in the insurance industry. How could you be that old? I hear you say, um and you know what what we've done and talking to, you know, Aviva's recruiters, and we've been working with external recruitment agency, all of which we're trying to kind of surface the key hints and tips, Um, that we can impart to you that hopefully will make your process easier certainly make your recruitment more successful. But for me, we need to start before you recruit.

14:12.159 --> 15:31.309

Um, my team and I work with a lot of, um, different insurance brokers and one of the things that we see on a regular basis is an element of inefficiency. Um, you know, duplication within processes and within workloads. And therefore, I think if you can take the time to to step back and look at how efficient your business is and how it works, you might find that you don't need to fill the gap that you're potentially trying to fill in the first place through reorganisation. Through moving workload around, you might find that you can absorb that. The two of the key parts for me are know your budget and know the timelines because, you know, as we've highlighted, it can take longer than six months to recruit. So if you need someone quick, then that's going to affect the type of advert that the budget that you've got, um, you know, and and where you would advertise. Um, but we've also mentioned that cost element as well. So have you got the budget to recruit? If you've got a massive pot, um then brilliant. You can look at experienced staff and how how to recruit. If you haven't, then potentially, you could be looking at bringing someone in, you know, younger lesser salary and training them up.

Caroline

15:31.309 --> 15:50.380

And they could have transfer transferable skills as well. John, couldn't they? Because it's it's about sort of casting the net as wide as as possible. In some instances, you know, there's a lot of people that have that might not have insurance experience, but actually they may have really good customer service skills and things like that. So I think that's worth noting as well.

John

15:51.179 --> 19:57.500

Yeah, absolutely. The the The last point on the second half of the slide is very much that, you know, if you think about other industries. Um, my wife's a nurse. Uh, the NHS went through a period of hiring, um, McDonald's trained management. Now McDonald's management programme is, um, you know, supposed to be fantastic. uh, they're used to working at, you know, at speed under pressure. So the the NHS recruiters thought, Well, that's a transferable skill. We can bring them across, and then we can teach them how to manage a a ward. Um, very much the same in our industry, you know, other other industries that do have the right skill set. And we can just train the insurance knowledge into them You know, I'm thinking, like retail, for example. Good customer service skills. Um, you know, could could could we just impart the insurance knowledge? Um, yeah. It's certainly a great way of filling talent you are really struggling to to attract, um, experienced staff. Um, job swaps, the comments is another one. You know, um, people are motivated by development opportunities. Um, so if we can find within our business, uh, people who we think have got the right skill sets and it's just about training and developing them, um, giving them an opportunity to work in something different then hopefully that that, you know, gives us a mobile workforce that we can move around. Um, it would be remiss of me, not to mention apprenticeships. I think This is massive at the moment. Um, great way of bringing new young talent into the industry. And I know apprenticeships don't always mean people fresh out of school. You know, you can be 65 years old and still do an apprenticeship. Um, but I But I do think as an industry, we are ageing. Um, the average age is definitely increasing, particularly within insurance brokers and we should be trying to bring in the next generation of insurance brokers how best to that. Build a relationship with local schools and colleges and universities. Um, I've worked with a number of brokers who've done that.

I have gone into careers fairs who have done presentations, um, and and have sponsored things at the universities all to help build a pipeline of potential talent. Um, and it's not something that costs an absolute fortune. It's probably more time than anything else. Um, but investing that time now will, you know, pay dividends in the future. Um, an employee referral programme. I think most businesses that I've worked with have something. Um, but if I'm saying to you that the minimum cost to employ somebody using a recruitment agent is gonna be three somewhere in the ballpark of £3000. You know, if you could offer £1000 as an incentive to your staff, um, to recommend people, um, you know, why wouldn't you save yourself £2000 based on that? And and generally you will get people then that, you know, will fit the culture and ethos of your business because they are generally like the people that you already have. So it's definitely worth, um, considering, um, and the last thing I just wanted to touch on there recruitment and assessment days, um, finding interesting and different ways recruit. Um, I I work with a broker in in the North West who is a massive fan of assessment days, and they might get 10 or 12 people all in at once, do different tests with them psychometric tests, you know, walk them around the building. Just make a whole day of of the recruitment process. By the end of that day, they filled the position that they wanted to fill, but they've got two or three other great candidates that are the pipeline for for next time round. And I know they've taken on additional people because of that. So thinking a little bit outside the box, trying to to make that recruitment process a little bit easier, I think it's definitely worth, um, a shout.

19:57.500 --> 23:24.040

OK, so we've moved on to the bit. Now where? Right, we've got our, um we've decided we definitely need someone. Um, we've done all that we can to make that process as easy as possible. Now, I want to talk about getting your house in order the stuff that you really need to do. Um, before you even put the job advert out there, Um and this comes from a lot of experience, uh, of working with brokers, but also, you know, from from as I say from our recruitment people as well, So role profiles massively important. Do you have them? If I ask that question, um, to most of the brokers I work with, I get a kind of blank look back. Um, role profile is really important because it gives you the clarity of the the the person that you're looking for. You know, if if the role profile is set, you can say right, I need someone with these skills. And with this knowledge. If you don't have the role profiles, it can tend to be a bit of a grey area. So it's a great place to start. Um, a high level business plan. Um, again, if I had a pound for every time I asked that question, Is there a business plan? Uh, and and a business owner says, it's up here. It's in my head, Um, that then I'll totally be a little bit richer. Put it that way. Um, but the reason to have a high level business plan is because that's something that you should be sharing with these individuals when you're recruiting, Um, you know, it should talk about the culture and the ethos of the business and and what you're looking to achieve. People want to get behind a business that is going somewhere, and in order for them to understand that they need that that business plan in place and be clear about the salary banding. Um, and I'll be honest, that salary range that you did think about. I'd probably make it bigger, Um, because right now we are seeing some very large salaries. I've recruited myself recently, and I fall and very much into that same trap of having a a figure in mind and then having to increase it. Um, so just be realistic, but have a clear banding in place and talk about it within within the, uh, the job advert. Um, know what your competitors are doing in the local market? You know who's paying what? Who's looking for jobs, you know? Are there some competitors that you can draw people from? Um, so it's just really having that understanding of what's happening locally. Um, and one of the key things for me and I know Caroline and I have talked about this before, is having somebody that owns the process from start to finish, having one consistent person who is responsible for recruitment and who has the experience that they can apply across the different roles. Um, benefits package talked about how important that is to people, um, in the age demographic of 41 above. But I just think in general you should think about what benefits you offer to your staff and and how you get that across to potential employees. Um, we'll talk a little bit about more about social media and, um, about your website in a second with Caroline. Um, but yeah. Have a very clear view on on who you're trying to attract into that business. Now that we've had to do all that thinking before, we've even started, um to recruit, um, you know that that's the key for me. Um, Caroline, I'm gonna hand over to you to do another poll.

Caroline

23:24.050 -->

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I think, Yes. So another poll here that you can hopefully see on screen just waiting for that black box to pop up. Dan, hopefully you're doing the honours. Yes, you are. Good. Thank you. So I'd like to ask you all "When was the last time you or your business as a whole reviewed your website from a recruitment perspective or angle?" So what we're talking about here is not in terms of updating sort of business information on there, but actually, have you looked at it from a recruitment perspective? Yeah, absolutely. So you got four options there and like, set up if you haven't, because I don't think it's necessarily something um, people naturally think about doing. It's usually more about gaining new customers. So there's there's no shame here. You got any result? I can't see the results. But John are you ok?. So, um, it's it's really interesting. Actually, more than 50% have said we haven't We actually haven't reviewed our website from a recruitment point of view. Um, 18% in the last year, Um, 9% in the last six months. And the good news is 20% of our responders have done it within the last three months, Which is good news. Yeah. Don't Don't leave me. Um, So thank you for that. Yeah. Yeah, that That's not surprising from the conversations that we've had with various brokers, is it, John? No. Absolutely not. No. So thank you for your honesty, everybody.

25:18.339 --> 28:38.439

So if yes, I'm just gonna close that whole box down, you can do the same. Um, so as we've seen, you may or may not have been looking at your website thinking about how you use it for recruiting people. Um, and for potential applicants to look at, but just wanna draw your attention to that start on the top left hand side. Um, research shows that at least 64% of people will will research a company's background online before they even apply for a role. So this is not like the old days where they may have seen a job advert and applied for the job and then thought, Oh, crikey. I've gotten an interview. I'm gonna go and do a bit of research about the company. This is people actually looking at your company before they even decide whether to apply or not. Um, so it's really important that you consider your website. Um, if you're looking to recruit, um, there's a There's some examples on this slide as well from one of our brokers, and we have their permission to showcase this. So thank you, Macbeth. If there's anyone on here from from there, um so if someone was looking to apply for a role at Macbeths and Googled their business, these these are some of the first things that they'd see. So there's lots of images of staff socialising together, exercising together, essentially enjoying time together. And my own question to you would be Do you have stuff on your website or stuff that shows up in a Google search that candidates will see so things like can they see a picture of your office? Um, can they see the people that work for you. Have you got a people section on your website rather than, say, stock images or of of sort of, like, you know, that are obviously models, et cetera. Um, and I just wanted to sort of add a little anecdote in here to sort of reinforce how how important this this Web presence and and the social media part that I'll come on to in a minute is not long ago, I was, um, a broker networking event of ours. And I was speaking to one of our key brokers, Um and she said, Oh, Caroline, I I really should get on to some marketing stuff and by that she meant, um, her website and having more of a social media presence, she said, But I've got more business coming through the door than I can deal with, So I don't really want to market myself too hard. And I said, That's fair. But you've just told me that you've spent six or seven months trying to recruit two really good people for your business. She went, Oh, I hadn't thought of that and you know it. It This is what we wanna do today is just make that penny drop that marketing isn't just about getting new business. It's really gonna help you in this space and through your marketing activities.

28:38.439 --> 35:23.689

You may do or get people to submit Google reviews or you may not. You may have some Google reviews. You may not, Um, but as you can see, when Macbeth show up, a potential applicant can see how their customers view them as well. So that could be a very attractive proposition for them. If if a business has got great Google reviews, they must think, Oh, this business is doing something right That sounds like a good place to work, So that's really important as well. If you If you aren't collecting collecting Google reviews, try and build that into your business as usual process. So if a client has had a claim or they just renewed their policy, why not pop an email to them and say, Would you mind sending us a two line Google review? And that will really help as well? And is it fair to say, Caroline, that it's generally people will do a review if they've had great service? Or if they've had bad service. You don't often get the reviews

from the people in between. So very much worth going to check your Google reviews because there could be things on there, you know, both positive or negative that you need to respond to. Yeah. So Maria and I have spoken to brokers, um or or or we've been looking at brokers websites and noticed that they've got a poor review on them and they didn't even know about it. So because someone wasn't checking it regularly, So do you know what Google google your own business now and again and see what what comes up. So if we can move on to the next slide, please. So continuing the example of Macbeth, they don't just stop in terms of, um, how they show up from a from a Google search point of view. Their website is absolutely full of everything a new recruit would be hoping to see and sort of glean from them as a business. They've got a whole section on their vision, their culture, their team, um, they list list their benefits really clearly back to what John was saying earlier. Whether that's, you know, obviously you're not going to put sort of average salaries on there, But when you're trying to attract sort of, um, the the the younger pool of talent, you know, they're talking about work, life, balance and all these things, um, appeal to them. But there's also stuff that would appeal to the older guys as well, like the the, um, the life assurance and all that and the pension et cetera. Um, so it's really, really important that you show your organisation on your website if you can, um, and have pictures of your staff on there, as I said earlier, rather than, say, stock shots, um, from from Getty or whatever. Um, everything on here, as I've said, brings their culture to life. It demonstrates their investment in people and their all round belief in enjoying work and the people and the customers that they work with. I think it's also fair to say it's a modern, fresh looking website as well. I think you know, I I've I've known some really good insurance broker businesses whose website does not do them justice because it's hasn't been reviewed. It's all it's what you would class as old fashioned looking. It's not interactive. And I think you know it can say as much about you in the wrong way, Um, as it can in the right way, if you don't keep your website up to date. Mhm. Yep. Thank you, John. If you move on to the next slide, so you know it's not. Your website is one asset that you've got and also how you show up on a Google search. However, your social media is another window into your business as well. Um, and people will be searching social media, especially LinkedIn. Um, but obviously, maybe younger candidates might be looking at the likes of Instagram, um, and Facebook as well. If you've not got a presence on social media, will you be seen as a modern and forward thinking organisation? And that's my provocation. And the same question kind of applies if you do have a social media presence, but you haven't updated it recently. Um, will you be seen as, um, a business with not much going on? Possibly. We know that's not going to be the case because you're all busy and you know someone updating your social media is probably down the down the do list for many of you. But when it comes to recruitment, it is really important. And it's just an opportunity for you to showcase many aspects of life at your company, even on LinkedIn. And by the way, loads of people actually search for vacancies on LinkedIn. You can share your successes, your achievements, work socials, what you do in your local community, for instance, because as we know some of the younger generation are thinking about. They want that they want to work for a business that is committed, committed to sustainability, and that has good values and and and is not just about making money? Um, on social media, you don't. It doesn't have to be all serious. Don't think about just using it for lead generation. Um, it is about showing up your business personality online. So think about who you're looking to recruit and where they would be active on social media media and make sure you show up there, too. Um, and if you know, encourage your existing staff to be involved and post on their LinkedIn tagging their business, Um, and if they're willing, obviously on Instagram and the likes Facebook as well. If you've had a work party or anything like that, obviously try and be give a little bit of guidance in terms of the sorts of photos they they could share. Um, but, you know, all of that will show up in a search when people are searching for your business. Um, on social and the list on the right are the things that people will be interested in. Um and obviously will help give you some ideas of the sorts of things you can post as well, if you haven't got anyone that's that's solely in charge of of doing your your social media management. So I'm gonna head back over to John now to talk about the actual process of recruitment, advertising and obviously some interviewing tips as well. Thank you.

John

35:23.689 --> 41:18.830

OK, so yes, um, we we're in that point now where it's ok. We've decided we definitely want to recruit. We've got our house in order. We've sorted our website out. We think we've got the window into the business just right now. What do we need to do? Um and I think that provocation there around who

What, When, Where, why and how is very important because it definitely will shape your advert. Um, first thing, and I can't stress this enough. Make your application process as easy as possible. We have great technology. Nowadays. We have virtual, um, capability. I mean, I would always say meet them. Um, you know, meet them virtually by all means initially, but definitely meet them face face to get a real feel for your candidates. But, um, you will lose people along the way. If you have a long and convoluted recruitment process with several different interviews, lots of different people having to meet them, people will drop out. So make it simple, make it straightforward. Um, I got feedback recently on our recruitment process from someone who I've just hired to say it. It it was so simple. It was so straightforward. They actually worried that they'd done something wrong that it happened that quickly. But But that's the point. You want people to see it as a, you know, a positive experience, not something that they have to get through to get to the job. Um, job descriptions make them short and different and exciting. Um, you definitely need it to say what the job is and and be clear. So it doesn't want to be confusing and a load of random words. But but try appeal to the demographic that you're looking for. Um, I've seen many a job advert with this long list of 50 different bullet points saying you'll be responsible for this. You'll have to do that. And I get to the 10th bullet point and I can't be bothered reading any further. And I don't bother so short, snappy and interesting. Think of it. You know, you don't want to make it so specific in terms of what you're looking for, that people think, Oh, well, I haven't got that. And I haven't got that. And I don't know how to do that. Um, so you know, you you've got to be a bit careful. Yes. You need someone that that needs to be able to do a certain thing. But if you make that list too long, people are gonna think, Oh, that's not for me. I can't do that. It is interesting. It's a bit of a balance because what you don't want is a load of time wasters who don't have the right skills and knowledge that you're looking for. Um, but yeah, it just just get to the point. Get to the point. Fast is all I would say, um, long term prospects, particularly if you're looking for someone who's trying to develop a career. So if you if you're wanting someone in that under 41 age range, talk about the fact that you have development opportunities, that there are career paths and that you will be offering, you know, um development, personal development Tell your story. Um, people love a story. And and particularly the younger generations now are looking to get behind, um, an organisation that, as Caroline said earlier, that does more than just makes money. So within the story that you are telling as part of this process, you need to get across What? What is the culture? What is your position on diversity and inclusion? You know, Do you have an ESG policy? What, You know, sustainability. All of those things are all important, um, and and things that people are looking for. So if you can short succinct, try and get those into the advert, try. You know, see if you can do that? Bring it out to the front. Yeah. These days people are coming to work more for more than just money. It's for a purpose. They want a purpose, and they want something that they can get behind. So that is really important. Absolutely. Um, another big tip that this came from our Aviva recruitment team. Um, and I absolutely agree. Um, use as many channels as you can straight away. Don't you know? I'll just put it on LinkedIn for now, and I'll wait. You know, fish for job site, and then I'll do this, and I'll do get it out there and get that net as wide as you possibly can. So all of the job boards local, um you know, facilities do everything that you possibly can to get that, um, advert out there and do it all straight from the beginning. Um, and and, yeah, exploit your connections. Um, you know, speak to your customers. You've got a bank of customers who all have relationships with other people, you know, through your own networking skills. And I know brokers are fantastic at networking. You might be able to find someone that you're looking for. So so ask. Um you know, it's a competitive market. It sounds like a lot of effort, but to be honest, it is effort and it is required if you want to win the the the kind of war on on the group. Um, be honest. Um, you know, if the job is means that they're out on the road four days a week, tell them that they're going to be out on the road four days a week because the last thing you want to do is find somebody who you're really interested in who's got the right skill set. It is the right fit for your culture. And then tell them at the last minute that it you know, they're going to be out of the office all the time and they don't want that. So try and be honest upfront. Don't pull the wool over their eyes. If there is a particular thing that you need, put it up there. You know, so that people, um when when they're looking for the role know exactly what to expect when they come to you.

41:18.830 --> 44:57.280

OK, we're gonna move on to the interview itself now. So, um, I think if I'm honest. The tables are probably turned a little bit when it comes to interviewing. Um, it used to be that the candidate was there to impress you. Um, and that you know, you as the business had all the power. Um, I think the tables have shifted a little bit now and and and for me, you know, it's as much your opportunity to sell your business to them as it is for them to sell themselves to you. So, yes, you've got to get the right first impression from them. And you got to decide whether you're going down the kind of competency interview route or or, you know, whether it's more, um, culture fit and things like that. Absolutely. But make sure you can tell a story about your business, have that sales pitch prepared, um, talking about the business plan, doesn't it that you were mentioning earlier? Yeah. Yeah, absolutely. I'd be bringing that out, you know, almost at the beginning of the interview. This is us. This is how we are, um, good quality questions. But also be prepared to get questions from them about things like well, being about, you know, diversity and inclusion, um, and sustainability and all those things that are big. Um, at the moment, absolutely be prepared. Have some good quality answers for those, um, and leave them with a takeaway is probably the best advice I can give you. What do you want them to go away thinking? Um, you know, I found two or three really good candidates, uh, when I was looking for the role. But, you know, they all were had other job offers, and I wanted them to leave my interview thinking I definitely want to work there. And I want to work for this person. I want to work for this business. So you got to leave them with that kind of final message. What did you say? Well, I want to work for this bloke. What did you say? I just I just talked about the autonomy and the and the growth that I would, you know, give to that individual that for me, their career development and and, you know, wider opportunities for them were as important, um, as someone who fit into the culture of the team. Um, I think I was just really open and honest with them? Um, yeah, some people might say too honest, but no, um I think as I say, it's part of the sales process you are selling yourself. You are selling your business. So all all of that is is, you know, the skill set of a decent interview. Um, I'm conscious. We want a bit of time for questions, but I just want to focus on the retention piece a little bit before, um, we we go into some of the resources that we've got. Um, I guess a lot of the HR function, um, things like role profiles, proper appraisal procedures. Um, all of those things. I think in most businesses that I talk to are there, they are just not surfaced and used. Um I know I was in, um, Belfast just the other day, and we were talking to brokers who who who do have an appraisal process but haven't had an appraisal for two or three years. Um, you know, all of that kind of structure. Um, where you're having regular conversations with your people about their development, having open and honest discussions about their performance.

44:57.280 --> 46:57.979

That, to me, is is is a key aspect for retaining staff. They want to be able to see that what they are doing adds value to the business and how it adds value. And they want to be able to see progression. So if you haven't got that structure in place, um, get it in there and start your managers using it. We offer great management programmes where we talk about the structure, um, of of, you know, implementing some of the things around, um, management, um, training, definitely offering training and again something that we can help you with. Um, but well-being employee benefits, you know, just the general support that you that you've got to give, um, to to your people. I know, if a person is wedded to your business because they utilise the benefits that you offer because you support them because you help them develop because they can see a future with you. Then you keep your people. You know, um, people don't always move for salaries, as as we've alluded to people, um, want to feel part of the story of a business. So you've got to be able to tell that story. So there's a lot of key points there. Um, and we can help you with a lot of that. So that's what I'll surface now, I guess, um, what I would say is, if you have a question, if you have a need around your recruitment and staff retention, um, please get in touch with us. Because even if it's not listed on this, um, sheet here, then I can probably find it. I can probably get some advice for you. I can probably get you some support so I won't go through every single one of these things. But let let's just highlight a few. Um, we've just launched our recruitment guide. Um, very much gives you a step by step. Uh, checklist, I would say, almost through the recruitment process. A lot of what's being covered today is in that recruitment guide. And you can get to that on, Um, I want to say, on Aviva broker.

Caroline

Page 9

46:57.979 -->47:27.659

Yeah, it's on a broker. It's under support, and it's, um, a page that's called people in the drop down menu. It's just recently been revamped, uh, by myself and my colleague Becca. Um, and it's got loads of good stuff on there. So it really does sort of wrap up a lot of the things that are on this slide quite nicely in terms of recruitment in terms of, um, training and development opportunities and some of the well-being stuff as well.

John

47:27.659 --> 49:42.110

Yeah. Um, some of the HR structure that we talked about, things like role profiles along the way with brokers. I've picked up some really good examples of things like role profiles, appraisal, um, forms 1 to 1, documents, things like that. So I've got a bank of those. If you're struggling, if you need some help, drop me a note at, um, john.nutter@aviva.com And I will, um, help with what I've got. The apprenticeship programme, I think is really worth mentioning. Um, Aviva, um, offer our levy pot, and we have 30 spaces a year. Um, on our apprenticeship programme. So the broker recruits an apprentice. Uh, we work with a company called Davies Learning Solutions. Who, um, help that apprentice to gain a Level three CII qualification and obviously the, uh um apprenticeship qualification itself. Now, as well as offering the qualification and the support Aviva um because we sponsor the programme in essence, offer additional training support. And there's even an opportunity at the end of it, um, to do a bit of a job swap where your apprentice can come and sit in and Aviva office for a few days for a week to see the kind of the other side of the coin I guess. And I know that that has been really useful and really well, thought of from, um, some of the apprentices that have already gone through the programme and, as I say, 30 spaces a year. Um, so spaces are limited, but, um, the more apprentice requests we get, the more ammunition I've got to get that, you know, to get up to 40 and 50. Um, induction plans, things like that. Look on Dev Zone. There is an induction pathway. Um, that takes you through a vast array of, um, training materials. So if you've got someone new into your business, you know, we've got support for that, um, as well as our face to face workshops, Um, and our, uh, online, uh, technical insurance workshops that we offer through search light as well. Um, do you want to talk about the marketing side, Caroline?

Caroline

49:42.110 --> 51:02.669

Yeah. So obviously, now you're all gonna be, uh, logging off from this webinar going back into the business and going, Oh, my goodness. We need to get our website and social up to scratch. Um, if we need to if we want to recruit some some new folk, um, we have a wealth of support that's available. We've got our online, um, platform, which is called, um, Broker Mentor, which has got thousands of pages, um, on marketing advice, whether that be about social media website development as well as other stuff that that's not necessarily, um, uh, related to recruitment. Um, so that's broker mentor. Um, and you can log on to that using your Aviva broker login. Um, we also have our broker marketing community, Um, on LinkedIn. Um, and you can also sign up to receive, um uh, our marketing memo on a regular basis as well, with various marketing hints and tips. Um, so have have a look at that. And, you know, um, me, myself or Maria would be happy to sort of field any questions that you have that are more marketing specific as well and I know from talking to brokers who have connected with the marketing team before, um, they found You know, it's such a useful experience, and, um, a vast amount of support.

John

51:02.669 --> 51:27.739

So, you know, if you do have any marketing, um, that you want to do, please speak to Maria. Speak to, um, to Caroline, and, um, we can provide that support. Ok, um, quite a lot to get through there. Um, you know, 5 uh, thank you very much indeed. For listening. Um, Dan, back to you.

Dan

51:27.739 -->52:08.510

Excellent. No, thank you very much to both of you. I think there's some great stuff coming through there. So just a reminder to everybody we've got a few minutes left of some Q and A. So if you've got a question for either of our experts, then click on the Q and a button at the top of your screen, and then just type your question in on the right hand side when that pops up. Um, but to kick us off, we got a couple of questions coming in the first one, uh, does the question. I think this was about the original poll. We did right at the start, so I don't know whether there's a lot we can do about this. But just in case does the question take into account the employees start date as they might be on a long notice period? Just curious if the responses were based on acceptance rather than a start date.

Caroline

52:08.510 --> 52:44.229

So I think that's about the the the first poll we did any any thoughts? I think that was about how long it actually takes to recruit from in terms of you getting yourself organised internally, putting a job ad advert out, going through, um, you know, then placing advertising, speaking to recruitment agencies. And then obviously you have to give a certain amount of time for applications as well. And then you've got to interview. So actually, it's a really good point. I don't actually even think that that takes it into into consideration, you know, potentially three or six month, you know, um, waiting times for for people to start once they've accepted a position.

John

52:44.229 --> 53:33.800

Yeah. Thank you for the question, Charlotte. One of the things I would say I can give you a live example. I started recruiting for a position within my team in September last year, and I eventually got a bum on a seat. Um, on the 17th of April. So that shows you the length of time. Now, that person had a three month, um, notice period, but it it it you can see the length of time that it does take to recruit and that, and that's with all the Aviva resources behind the recruitment. You know, we're a blue chip company. We've got We've got a whole website dedicated to recruitment and and with job listings, et cetera. And we've obviously got the power of our recruitment team. So you know it it even for us, it's not a quick job, is it?

Dan

53:33.800 --> 53:40.560

Absolutely. Um OK, next question. Uh, what would you suggest as a turnaround time for feedback to keep candidates and agencies engaged?

John & Caroline

53:43.139 --> 55:12.729

It's interesting, because you want to play. There's a balancing act. You want to go back as quickly as possible and to give the feedback. Um, you know, as honestly and short succinct as possible. But, um, you also want them to feel like you've given the the right amount of time to to fully consider um, I know with my, uh, candidate. There was some something that I had to think about. And in the end, you know, I took a week or so, um, to to to consider it, and and that felt reasonable. Um, and you've also got to consider that you're you're interviewing more than one person, aren't you? So you want to potentially have seen everyone that you want to see before you go back? Because actually, there might be things you want to compare and contrast and and and the like, um, before you make that final decision and go back the key for me in this, though, um, Charlotte is be honest and upfront with it. You know, explain to the candidates what the process is at the very beginning, how long it's going to take and the the the timescales that that you need to operate within. I think I think that's the you know, that's the fairest way forward. I mean, we're not. I've been interviewing for jobs. Um, as a candidate, um, it's always really good if the interviewer says the process is I've got a few other people to see, but you will expect to hear back from me within x amount of time. Then then your sort of expectation management is there.

Dan

55:12.729 --> 55:19.820

Perfect. Thanks. Thanks. Both. OK, next one. Any suggestions to retain current staff? How do we keep the guns? We've got John.

John & Caroline

55:20.320 --> 56:44.530

Yeah, Um, treat them well. Um, manage them effectively. I think going back to that slide that that that we had, which I think I'm going to do that now, which is is this one here? Um, the structure that you have within your business is important, and I would start there. Um, you know, from the the day that someone joins the business, there should be an induction plan in place. A very clear plan over, You know, 68 weeks, six months, even what process they're going to go through. And and as your staff continue to develop with you, you know, regular monthly conversations with their manager where they can talk about personal development and performance appraisal structures that, um, reward them fairly and and and preferably a linked to performance, um, and involvement. Involvement in the business. Yeah, I was gonna say that 360 degree feedback bit is really important as well, So it's giving people an opportunity for them to feed back to you on how they think the culture of the business is or what they're finding that they could potentially improve or how you could improve. So it's not just about you telling them in terms of appraisals, it's about seeing how they're feeling in terms of what, what you're doing as a business as well.

Dan

56:44.530 --> 56:46.540

Absolutely perfect. Thank you both. Um, this next one. I I don't think there's going to be an answer for this one because there's just too many variables. But just in case, uh, what do you think the average salary in Greater London for a mid-level broker would be more than mine?

John & Caroline

57:01.899 --> 58:52.340

I think that's that's a very challenging question, isn't it? Because there's a lot of it is. But But what I would say is, um yeah, if you're classing a broker, I work on the structures of of of um, broker businesses. So if you if you're classing a broker as an account handler who has responsibility for broken a risk into a market, um, you know, I I've seen salaries vary from £25,000. This is outside of London from £25,000 to £40,000. Now that's outside of London. And things have moved on since then in London. I would expect it to be significantly significantly higher than that. Um, can I put my finger on an exact figure? Um, you know, pro Pro? Probably not, but but it goes back to that. That point of yours, John, about knowing the market, isn't it? You had that on one of your slides is you know, you need to do a bit of research before you, you know, advertise anything as to what other people are offering. Um, because you need to be competitive, but but at the same time, you need to not break the business bank account And and And I think there there's a very you know, that is a very important point the way the market is going, um, salaries are increasing. But at the end of the day, someone has to put the foot on the ball at some point and say this is more than we can afford. And if it is more than you can afford, then I go back to thinking about bringing in apprentice apprentices and younger talent at a lower level and developing the people through your business and and you get a lot more benefit, um, culturally and and And being able to mould these individuals than that, then you do necessarily bringing somebody in at a much higher level. But but it depends on business need at the end of the day.

Dan

58:52.979 --> 59:00.350

Perfect. Perfect. I am conscious of the time, but I just want to squeeze this last one in because I think it's really important. How do we get access to the development zone, John?

John

59:00.350 --> 01:00:20.840

Um Oh, well, if it's that so it's Aviva Development Training website. Right? So development zone is www.developmentzone.co.uk Um, and you can go on there for a free trial. Um, if you're an Aviva broker,

we, um you know, there are deals and support there. The best thing you can do is is, um, speak to I think there's contact buttons on there, speak to, uh, RWA who run the platform for us and and they'll run you through it. Um, otherwise, drop a note to us. Uh, we have our our own kind of group mailbox, which is iblearn@aviva.com I think it is. iblearn@aviva.com It's an email address and if you want, if you want to connect to Dev Zone, Um, just to just like the website has recently changed. So it is now my development dot z. No, no, it's not that anymore. It's not the people page on. It's all in there as well as the recruitment guide, and there's links to everything, isn't there? Apologies. We should have put a slide up at the end that has all the links on, but, um, we will send a follow up communication. Um, and we can make sure that we put all that in there.

Dan

01:00:20.840 --> 01:00:53.300

That's a really good chat. We've got everybody's details who registered, so we'll send a follow up email with all the all the links. Perfect. But we are conscious of time. We have got to 12 o'clock. So it just leaves me to say thank you very much to John. A special thank you to Caroline for stepping in at the last minute. But most importantly, thank you to all of you for joining today. As I said at the beginning, it will be recorded. It will go live on Aviva brokers soon. So if you wanna watch this again or share it with anybody else that is there. For now, thank you very much for joining and enjoy the rest of your day.