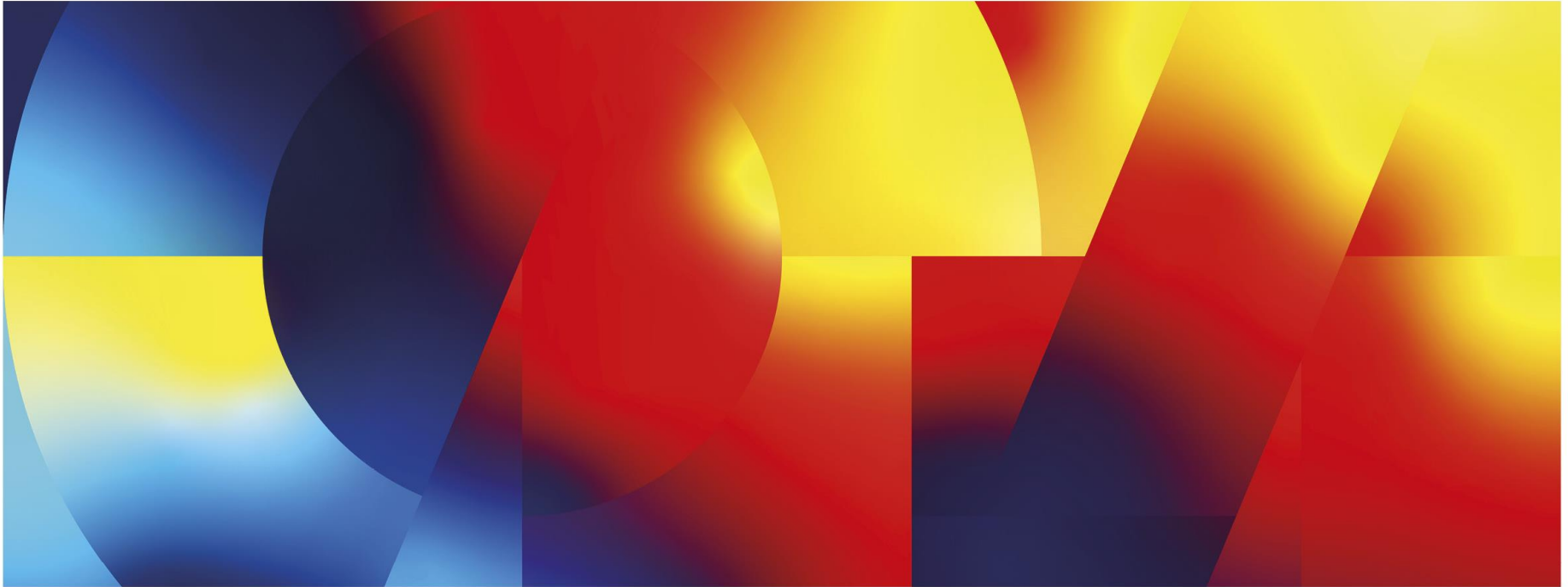


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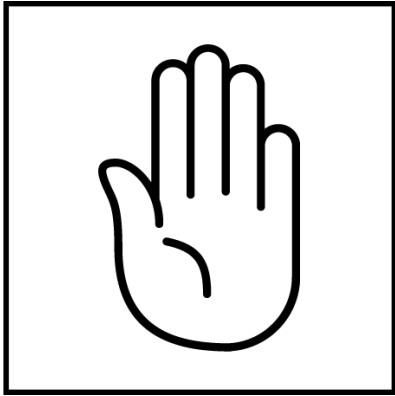
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Performance Management for Recruitment Businesses in 2022



Housekeeping



Introductions



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What are we looking at?

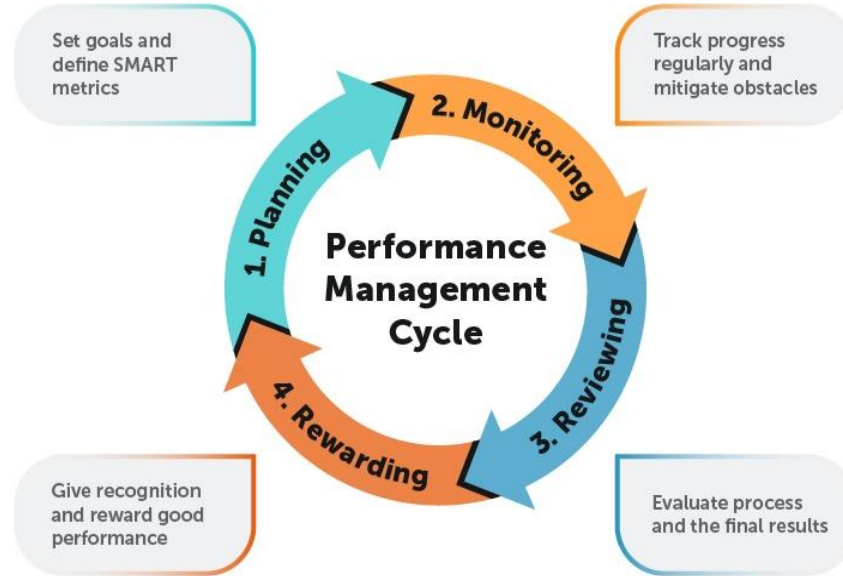
- Addressing underperformance from your employees.
- Increase in 'agile working' for many businesses compared to pre-COVID. There are many (potential) benefits but it has also changed the landscape for how staff are supervised and managed.
- Bringing these together to look at how to get the best out of your employees in 2022.

Performance management

Conduct or capability?



Performance management cycle



Deal with the problem at an early stage

- Where possible deal with the situation early and informally:
 - More likely to get an improvement than to let it fester
 - Going through this step will make any later formal process more likely to be fair
- If managers let the issue drift:
 - Standards become ingrained
 - May have accepted the poor performance – standard takes longer to improve
 - Demotivating for other employees
 - Causes resentment of colleagues and lack of respect for management
- Be prepared to have uncomfortable conversations about performance.

Continuous performance improvement

- Regular discussions at each stage:
 - Recruitment
 - Induction
 - Probation
 - Ongoing
- Regular monitoring/supervision
- Set clear objectives
- Consider training – can be targeted at developing skills or improving knowledge (such as the area of the recruitment market where they operate).
- Annual/bi-annual appraisals: no surprises!

Performance criteria in the recruitment sector

- Performance management is generally more effective when measured against objective criteria.
- Employment Tribunals also generally consider objective criteria to be an essential aspect of a fair procedure.
- Think about use of 'KPIs' or similar metrics.
 - Can be results-based e.g. candidates placed, revenue generated.
 - Can be targeted at underlying factors or tasks which may help improve results e.g. number of calls or messages to prospective clients or candidates.
 - Can be a mixture – all about understanding how performance is falling short and what the reasons for this are likely to be.
- Clearly identify which KPIs are used to measure performance and apply them consistently.
- Acceptable to use subjective observations alongside objective criteria.
- Discuss key targets and agree expectations with employees where possible – engagement is crucial. However, it is ultimately up to you as an employer to set (reasonable) expectations.

Reasons for poor performance



- You should have a written performance management policy or procedure which sets out the framework for how underperformance will be formally managed.
- Performance improvement warnings:
 - Be specific
 - Improvement required and realistic timescales – fact sensitive
 - Support or training to be provided
 - Staged warning process and potential termination of employment – capability is one of the ‘potentially fair’ reasons for dismissal under the Employment Rights Act 1996

Agile working

- What is it?
- 2019 – vast majority of employees had no real say over working arrangements in terms of location or times.
- 2020/21 – most employers and employees forced into some degree of home-based working for periods.
- 2022 – many businesses have embraced some form of agile working as a permanent aspect of their business model moving forward.

Agile working

- Agile working won't be appropriate for certain businesses and/or types of work.
- Other businesses will consider that agile working isn't the right fit for them.
- Some businesses will allow agile working for some roles but not others.
- Some candidates may have an expectation of some degree of flexibility.
- Managing inconsistency where some employees are allowed more flexibility than others

What does agile working look like?

- Very small minority of recruitment businesses will be 'fully agile'. Most businesses recognise a benefit in at least some office-based interaction, such as:
 - Social aspect
 - Building relationships and culture
 - Supervision
 - Learning
 - Bouncing ideas around
- Most businesses who are prepared to allow some agile working will have some form of rules. This may include a minimum number of days worked from the office each week or 'core hours' which everybody must work.

Agile or hybrid working policies

- If we allow some degree of agile working, should we have a written policy?
- Some recruitment businesses may feel that a written set of rules undermines the flexible culture that they may be trying to create.
- However, this needs to be balanced against setting clear expectations for employees and identifying any non-negotiable rules and limits.

How can agile working be a tool to improve performance?

- Attracting wider potential talent pool
- Employees may feel more engaged and motivated
- Productivity benefits of a working arrangement which suits the employee better – subject to operational requirements
- Considering how it may help address the typical causes of underperformance

Reasons for poor performance



What challenges might agile working pose to managing performance?

- Supervision
- Understanding reasons for poor performance outcomes
- Loss of culture
- Learning, training and support
- Communication

What practical steps should we consider?

- Setting clear expectations and accountability – essential
- Consider making availability of agile working conditional on satisfactory performance
- Consider what non-negotiables your business requires
- Ensure that communication remains open and effective
- Don't forget about the importance of building personal relationships with colleagues
- Ensure that agile working arrangements are kept under periodic review

Questions and answers

Thank you

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