



Talent Recruitment and Retention

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Creagh Concrete – Background



- Operational 40 years - established 1976
- Family owned
- Operate throughout the UK
- Facilities in N Ireland, Edinburgh, Nottingham
- The company currently employs over 650 people between directly employed and sub-contractors
- Turnover of £70 million

What Does Creagh Do ?

- Is one of the largest producers of concrete products throughout Ireland and the UK.
- The company's core business is precast/pre-stressed products & service designed for commercial or residential applications.
- Number of other specialist divisions working in various sectors of the construction industry
- Customers: Self Builder to Major Construction Companies



My Journey at Creagh

THEN

- Commenced employed as Human Resources Manager in 2003 (13 years ago)
- Turnover of £26 million
- Workforce of 260 people
- Majority of turnover generated locally in the Northern Ireland region
- Manufacturer of standard products to the construction industry
- Board consisted of 3 family members and FD
- Limited processes/systems/procedures

NOW

- Human Resources Director for 6 years
- 4 existing directors now shareholders in the business
- Turnover of £70million – growth plan to £120million by 2020
- Current workforce 650
- Contracting company offering complete packages to our customer
- Turnover 80% England and Scotland, 20% Northern Ireland
- Board consists of 12 directors (3 of which are family members)
- Highly professional company with strong systems and processes for all aspects of the business

The Creagh Story – 2013/14

- 2013/14 very difficult year – poor financial results
- Company was under serious pressure – survival mode - Strong Leadership
- Areas of focus
 - Company Reorganisation
 - Profitable Sales
 - New Increased Pricing Structure
 - Improved Commercial/Contracting Procedures
 - Corporate Governance
 - No Capital Spend
 - Reduced Cost base from 550 – 350
 - Reduction in annual wages of £7 million
 - Key Leaders in Business responsible for DELIVERING PROFIT
 - Departmental Objectives/KPIs clearly identified and communicated
 - Maintaining positive relationships at Director level
 - No blame culture
 - Endless Communication with staff

The Creagh Story – 2016

- The most financially successful year in Creagh's 40 year history
- Reduced Bank borrowings by £5 million
- Opening new factory in Nottingham
- Investing in a completely new infrastructure for Spantherm
- Planned and controlled growth to £120million in next 5 years
- Plans to Invest £10 million company wide in next 3 years
- Introduction of BIM (Business Information Modelling)
- Training and Development Plan £400k in next 18 months
- Bonus System Implemented
- Highly skilled and committed workforce at all levels
- Upgrade of IT systems £500k

Challenges – Retaining Talent

Expected Turnover Rate in NI – 13% per annum

Turnover Rate at Creagh – 6.5% average per annum

80% of employees are aged between 20 – 40

Challenges Ahead

New generation entering into employment, by 2020 this generation will form 50% of the global workforce

- ❖ Think Differently – use of technology sets them apart
- ❖ Behave differently too – more emphasis on personal need rather than organisational need
- ❖ Uncomfortable with rigid corporate structures
- ❖ Expect an interesting career and continuous feedback
- ❖ Expect their efforts to be recognised
- ❖ Very ambitious and have clear expectations of their employer
- ❖ Lack of loyalty
- ❖ Work life balance is more important than financial rewards
- ❖ Expect rapid career progression
- ❖ Influenced by an employer brand similar to a consumer brand

How Have we Retained Talent ?

Culture	Collaborative , Open and Honest Culture – overarched by Positivity Working environment greater autonomy H&S Paramount importance
Clear Vision	Where the business wants to get to and what skills are required Clarity on job roles and expectations
Communication	5 year Strategic Growth Plan communicated to all employees to provide a deep understanding of the plans and objectives of the business – a shared vision Regular Feedback - Welcome and expect detailed, structured Employee Briefings are delivered monthly Quarterly Employee Newsletter Annual Performance Reviews Divisional KPI's aligned to the overall strategy of the company
Work Life Balance	Provide flexibility in terms of employment including part-time working, reduced hours Competitive Benefits Packages

How Have we Retained Talent ?

Continuous learning



Encourage a learning environment - Provide Opportunities for fast advancement

Provided the opportunity to interact and learn from senior management. Mentoring programmes
Learning and Development Plan

Graduate Recruitment Programme / Student Placements – close links with Universities

Apprenticeship Programmes

NVQ's / Day Release Programmes

CAD Academy

Course Subsidised Training

Leadership Training provided to all Board Members

Management Development Program – Specific to Creagh for Middle Management

At Creagh We Provide Careers not Jobs

Summary

The overarching incentives to retaining talent at Creagh are :-

1. Our Open Culture
2. Visible Investment in both People and Equipment
3. Improved PR on company good news
4. Ultimately we must deliver better profits which helps employees feel jobs are secure

Conclusion

We have talented and dynamic staff, and the best of them are hard to find and even more difficult to keep.

Talent spotting is an EVERYDAY activity at Creagh