



Australian Government

Workforce
Australia



RETURNER PROGRAM Starter pack

A step by step guide to planning, implementing
and sustaining your returner program

Career
Revive



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Introduction and overview

Australia's labour productivity growth has been on a steady decline over the past decade. Part of this decline has been attributed to the shortage of skilled labour, with 45% of employers having difficulty filling critical positions in their businesses.¹

THE UNTAPPED WORKFORCE

A large number of qualified women are economically inactive due to caring responsibilities. These women have a high level of skills, education, and experience, and have gained new skills while on career break.

Businesses that can develop programs, policies and, practices to attract and retain this workforce may benefit from a substantial competitive advantage.

Not only can businesses take advantage of a wealth of talent often overlooked by standard recruitment methods, but they can also save money and time on employee development.

TOOLKIT PURPOSE

This toolkit provides information and tools to support businesses to develop their own Returner Programs.

Insights and observations have been drawn from the Career Revive Initiative. Career Revive is an Australian Government pilot aimed at supporting Australian businesses to attract and retain skilled women following a career break.

RETHINKING DIVERSITY

The case for establishing a diverse workforce is growing year on year. To see the real benefit of a diverse workforce, business leaders must recognise that diversity is more than a legal obligation or moral imperative.

To unleash the benefits of a diverse workforce, we must shift that narrative that surrounds it. More than increasing group affiliation, diversity should be understood as *the varied perspectives and approaches to work* that members of different identity groups bring.²

Women, Indigenous Australians, immigrants, mature workers and others, bring important and competitively relevant knowledge and perspectives about how to design processes, reach goals, frame tasks, create effective teams, communicate ideas and grow your organisation.

When companies think about diversity as providing fresh and meaningful approaches to work, they will then reap the fullest rewards.

FOOTNOTES:

¹ Australian Government, Department of Employment, Skills, Small and Family Business, Survey of Employers Recruitment Experiences 2018 Data Report, <https://imip.gov.au/default.aspx?LMIP/GainInsights/EmployersRecruitmentInsights>, accessed November 2019.

² Thomas, David, Ely, Robin, Making Difference Matter, A new paradigm for managing diversity, Harvard Business School Publishing Corporation, Boston, Massachusetts, 2019.



“ We have learned not to be too prescriptive but rather try to find talented people and find ways to utilise them if we can. We want to make sure there is a fit with our values and then find ways to up-skill them. ”

Returner Program Director

Who are returners?

Returners are individuals who are re-entering the workforce after an extended career break. Below are some stories from real returners in our community, demonstrating the diversity of skills and experiences of the group.

““

After a successful career as a lawyer, I took a break to focus on my family. My workplace put a lot of emphasis on billable hours, and it was becoming too stressful with a newborn. I felt like I was always disappointing someone. Now my kids are older and I am looking to re-start my career. I miss the friendships and mental challenge. Balance and flexibility is really important to me so that I don't fall back into bad habits, but there still seems to be such currency on full time work.

””

““

I returned to work 12 months after the birth of my first child. By day three, I realised I wasn't ready to go back. Two years later and my husband and I have discussed the need for a double income. While I was out of work, I tried to make sure my skills stayed relevant. I did a course in graphic design and editing and have done some ad-hoc freelancing work for smaller companies looking for events support. It doesn't seem to matter. It's like recruiters see a two year career gap and immediately write you off.

””

““

I have spent my working life as a Project Manager. After I had my second child, my husband and I agreed I would stay home because it was cheaper than childcare. Now we are getting divorced I need to find work. It's stressful and disheartening. Jobs seem to require so much experience these days. I seem to be unqualified even for roles that were more junior than those I was working in before maternity leave. Short of going back to school, I don't know what to do...

””

““

I have over 14 years of experience in finance. When my son was in an accident, I dropped everything to take care of him. We had to move towns so he would have access to appropriate schools and therapies. It was hard, but it allowed me to become involved in fundraising, parent committees, and advocacy programs. My son will always depend on my husband and me, but he is well supported now, and I need to do something for me. I have always been a high performer, but looking around at the jobs today, it feels like I'm starting from scratch.

””

““

Two years ago, I chose to take a career break to become the sole caregiver of my mother. She moved in with my family and assumed responsibility for her finances, her health, and care. I would like to re-join the workforce, but not to return to nursing. Doing it at work and home feels like too much. I am a hard worker, I just wish there was a way I could use my skills in another way?

””

The supported returner program

Supported returner programs, also known as returnship programs or supported hiring programs, provide support for individuals wishing to re-enter the workforce after an extended career break.

ABOUT THE PROGRAM³

- Supported returner programs are paid and structured programs that help women to re-integrate into the workforce following an extended career break (typically two years or more)
- Employers offer a fixed-term contract with the likelihood of an ongoing role at the end of the program
- Returners are paid competitively and provided with transitional supports such as coaching, training and mentoring to aid their return to work
- Supported returner programs can target all occupational skill levels.

PROGRAM OBJECTIVES

Program objectives and approaches vary according to business and sector. Below are some ways businesses have used Returner programs to deliver competitive advantage.⁴

1

TACKLING SKILLS SHORTAGES

Returner programs can create access to a new pool of people, who either have the right skills or could easily be trained to develop them.

2

SUPPORT FOR FEMALE TALENT PIPELINE

Hiring experienced Returners at professional and mid to senior management level to boost the presence of more senior women within the organisation.

3

IMPROVE BROAD ATTRACTION AND RETENTION

Placements involve typical work experience to find a suitable and permanent role at the end of the program.

This approach shows the business is accepting of non-linear pathways and helps access new, high-calibre talent pools.



In most cases, supported returner programs adapt and change over time based on experience and business needs. An open mind and incremental approach are essential to successfully implementing a supported returner program.

FOOTNOTES:

³ Government Equalities Office, Returner Programmes, Best Practice Guidance for Employers, https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/839380/Returner_Programmes_-_Best_Practice_Guidance_for_Employers.pdf, accessed March 2019.

⁴ Reiger, Paul, Bird, Gemma, Farrer, Michael, Employer Research on Returner Programs, Research Report, https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/694479/Employer_research_on_returner_programmes.pdf, accessed November 2019.

Returner requirements

While motivation and circumstances differ by individual, there are some common considerations across this broader group. Employers are encouraged to consider these requirements before designing their program.

TECHNICAL SUPPORTS

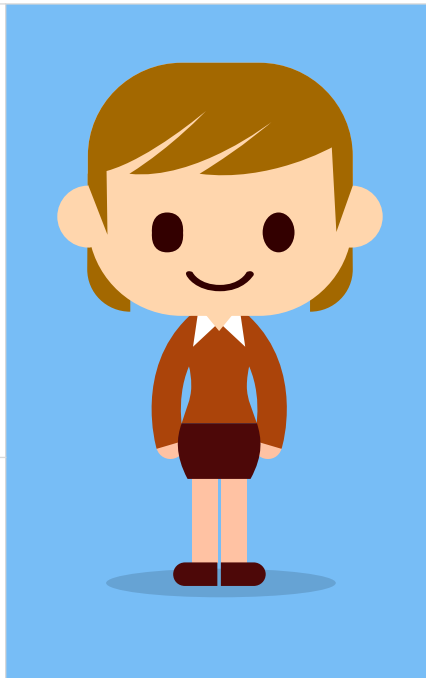
While many individuals work hard to maintain their skills and knowledge while on a career break, many value time and support to bring them up to speed. Business support might include pre-interview coaching, mentoring, internal training, and regular interaction with the returner program manager (or similar) to aid professional self-belief and rebuild confidence.

FLEXIBLE WORK

Research has shown that the majority of women returning to work desire flexibility. They may wish to work part time, alternate start and finish times, participate in a job sharing arrangement or work condensed hours.

FINANCIAL CONSIDERATION

Financial need is an important factor for women returning to work. Returners should be paid at a competitive rate, which is consistent with their skills, experience, and level of work undertaken.



JOB DESIGN

Returners may have had successful careers before taking leave. This should be reflected in the program, with opportunities for accelerated development and promotion beyond the completion of the returner program.

ACKNOWLEDGMENT OF SKILLS

Returners may have had successful careers before taking leave. Programs should acknowledge their professional experience and skills. Without stimulating work, there may be a risk that the returners will be less likely to perform well or stay on at the end of the period.

SUPPORTIVE ECOSYSTEMS

While technical support is important, returners also crave social supports in the form of networks, buddies, and sponsors. Returners who have joined the business through other means can provide a highly valuable source of support to new returners. As well as acting as buddies, they can promote the Returner Program to the broader business.

The case for a supported returner program

The benefits of a returner program go well beyond optics or moral obligation. Workplace gender equality has been found to improve organisational performance, effectiveness, profitability and revenue generation.



FUTURE PROOFING THE NATIONAL LABOUR FORCE⁵

- Women graduate across a range of disciplines at rates higher than men, but many shift out of the workforce mid-career. A supported returner program creates access to a new pool of talent who possess the right skills, or could easily be trained to develop them.
- Lifting female labour force participation in Australia will be instrumental to offsetting the effects of our ageing population



IMPROVED GENDER DIVERSITY⁶

- 89% of people out of paid workers who are caring for family or the home are female. Supported returner programs can enable greater gender diversity across a business.



IMPROVED BUSINESS PERFORMANCE⁷

- A diverse and inclusive workforce, regardless of size and industry, generates tangible benefits, such as increased efficiency, productivity, innovation, creativity and improved employee engagement.
- A diverse workforce tends to produce a more holistic analysis of the issues an organisation faces and spurs greater effort and motivation, leading to improved decision-making
- There is significant evidence from across the globe demonstrating the positive impacts on company performance of female representation on boards, in executive management and senior leadership
- A study by McKinsey & Company found that companies in the top quartile for gender diversity on their executive teams were 21% more likely to experience above-average profitability.

FOOTNOTES:

⁵ Workplace Gender Equality Agency, The Business Case for Gender Equality, https://www.wgea.gov.au/sites/default/files/documents/wgea-business-case-for-gender-equality_0.pdf, accessed November 2019.

⁶ Returners to work, why you should support returners, Gov.UK, <https://employerhelp.dwp.gov.uk/find-candidates/widening-your-candidate-pool/return-to-work/>, accessed November, 2019.

⁷ ibid Workplace Gender Equality Agency, The Business Case for Gender Equality,



IMPROVED COGNITIVE DIVERSITY⁸

- Employers report that returners tend to offer a different way of looking at problems and situations, enhancing cognitive diversity.



SOCIAL RESPONSIBILITY AND REPUTATION⁹

- A successful supported returner program can have a positive impact on brand and image, clearly signalling that your business supports parents and carers in the workplace. It shows that your business is open to and accepting of non-linear career paths and values the role that caring plays in your community. This can play a key role in both the recruitment and retention of talented employees.



TAPPING INTO NEW TALENT¹⁰

- The 2018 Deloitte Millennial Survey shows that 74% of individuals believe their business is more innovative when it has a culture of inclusion. If businesses are looking to hire and sustain a millennial workforce, diversity must be a key part of the company culture.



COST-EFFECTIVE RECRUITMENT¹¹

- The hiring and training new employees can come with a high cost. Supported returner programs give businesses access to professionals who are already skilled, qualified, and experienced.
- Supported returner programs can also be cost-effective in comparison to using a recruitment agency, as businesses do not incur percentage-based success fees for successful hires.
- Businesses can engage returners using a low-risk model to assess the true value of each returner, whilst looking for opportunities to grow their leadership pipeline for future roles.

FOOTNOTES:

⁸ ibid Returners to work, why you should support returners, Gov.UK

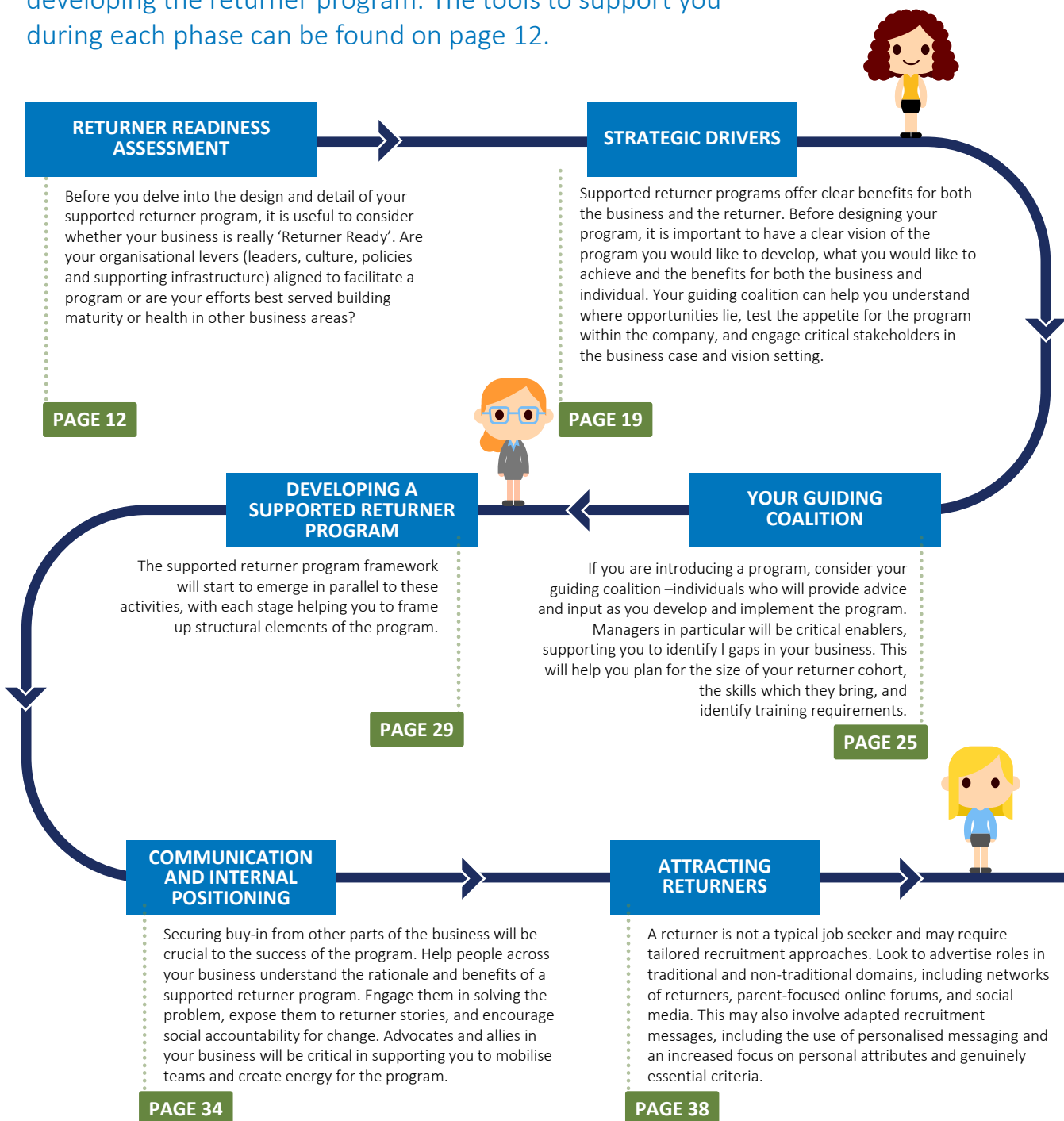
⁹ ibid

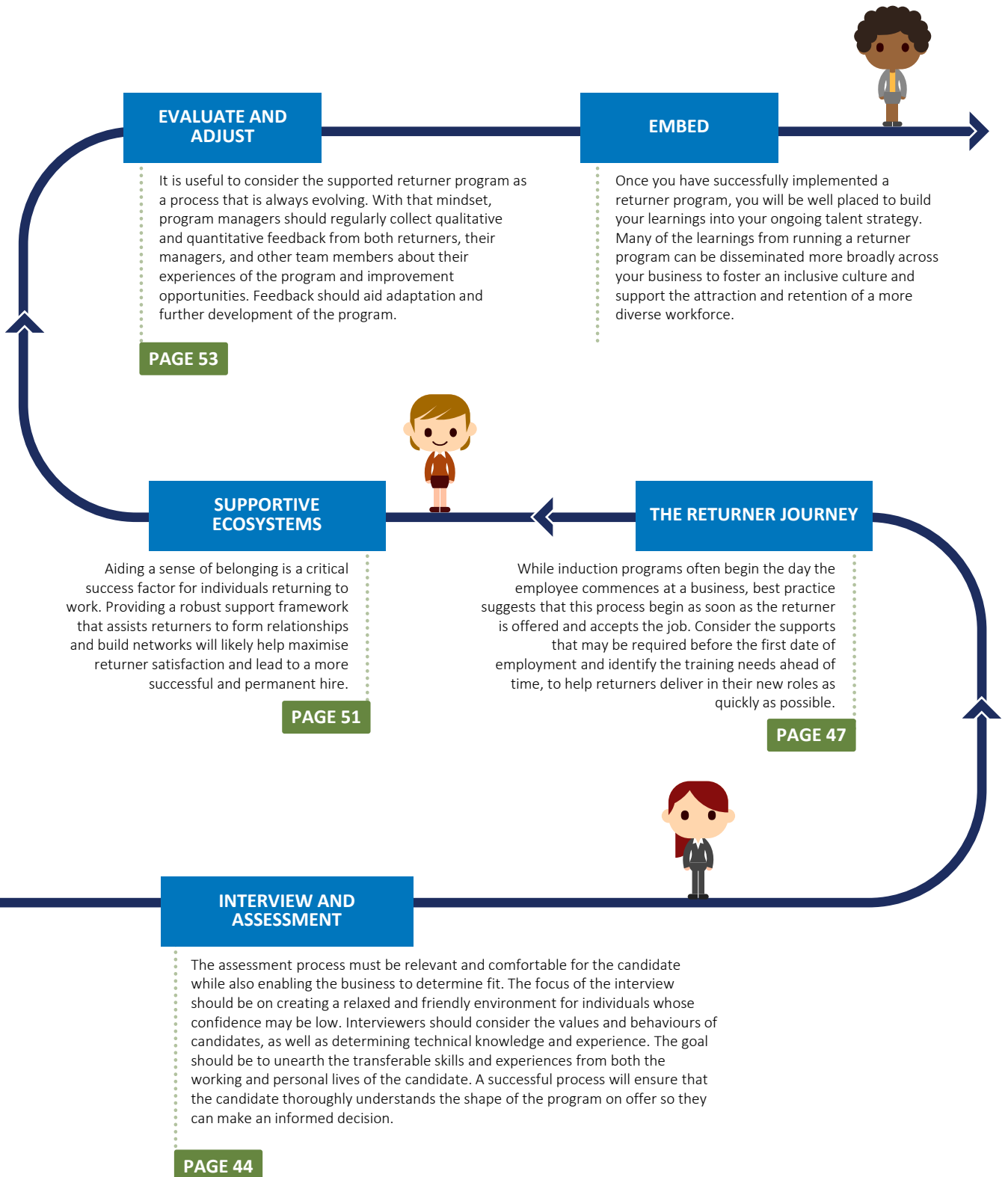
¹⁰ ibid Workplace Gender Equality Agency, The Business Case for Gender Equality

¹¹ ibid Returners to work, why you should support returners, Gov.UK

A guide to creating a supported returner program

The map below provides a high-level overview of the stages of developing the returner program. The tools to support you during each phase can be found on page 12.







TOOLKIT



Introduction

This toolkit will support you in designing, developing, and implementing your supported returner program.

This toolkit provides examples, templates, tips and techniques that have been successfully employed by businesses who have implemented supported returner programs.

While tools have been designed to be adaptable across a wide range of contexts and sectors, not all tools will be relevant for your business or program. Users are encouraged to use their discretion, and therefore tailor, adapt and discard based on their business or program needs.

Tools are organised into sections, linked to the step by step guide on pages 10 and 11. These include:

- ✓ Returner readiness assessment
- ✓ Strategic drivers
- ✓ Your guiding coalition
- ✓ Developing a supported returner program
- ✓ Communication and internal positioning
- ✓ Attracting returners
- ✓ Recruitment and applicant selection
- ✓ Interview and assessment
- ✓ The returner journey
- ✓ Supportive ecosystems
- ✓ Evaluate and adjust



RETURNER READINESS ASSESSMENT

- Maturity Assessment
- The Organisational Eco-system
- Action Plan

Maturity matrix

A business culture that does not support the needs of Returners can have a harmful effect on the most resilient of individuals. Use the assessment below to map your businesses' current state, as you may wish to focus on maturing other areas before you can reap the benefits of this initiative.

	LEVEL ONE FOUNDATIONAL	LEVEL TWO EMERGING	<div style="border: 1px solid black; padding: 2px; display: inline-block;">RETURNER READY</div> ↓	LEVEL THREE MATURE
FOCUS	Maintaining the status quo, solvency, labour shortages	Increasing female representation, levelling the playing field		Leveraging diversity to create business value
LEADERS	<ul style="list-style-type: none"> Little appreciation or awareness of the benefits of a diverse and inclusive workplaces Managers promoted through technical pathways or based on tenure 	<ul style="list-style-type: none"> Leaders recognise that women are essential to efficient, productive and innovative businesses Manager capability varies across the business 		<ul style="list-style-type: none"> Leaders own and communicate diversity and inclusion strategies through the business Managers are capable and confident, enabling high performance in mixed gender environments
TALENT MANAGEMENT	<ul style="list-style-type: none"> Lean HR focused on transactional activities Few or no strategies in place to direct talent management Actions are often reactive Poor or inconsistent workforce data and reporting 	<ul style="list-style-type: none"> Medium HR team, compliance based with isolated HR initiatives Diversity and inclusion initiatives are owned and conducted by HR Effective at implementing essential talent activities (performance management and recruitment) Workforce planning based on current workforce model Basic data reporting including annual surveys and operational reports 		<ul style="list-style-type: none"> HR is a core enabler of strategic business outcomes Fully developed and integrated talent strategies aligned to strategic outcomes Ongoing examination of workforce models, considering cost, capability and capacity Metrics, dashboards and benchmarking to drive performance
PRACTICES & POLICIES	<ul style="list-style-type: none"> Policies meet legislative and regulatory requirements Policies are infrequently reviewed or updated Regulated approach to flexible work. Often used as a benefit or reward for high performance or for trusted individuals 	<ul style="list-style-type: none"> <i>Ad hoc</i>, informal or stand alone initiatives such as leader and unconscious bias training, mentoring and employee resources and events Managers accommodate individual requests for flexible work. Application is siloed and segmented 		<ul style="list-style-type: none"> Progressive diversity and inclusion approach reflected in policies and the employee experience Flexible work is the norm, reflecting the diversity of workers, work and workplaces Policies are continually reviewed and updated to ensure they are relevant
WORKFORCE	<ul style="list-style-type: none"> Largely homogenous workforce Ageing and male dominated workforce Reliance on unskilled and lower skilled labour 	<ul style="list-style-type: none"> Higher female workforce representation, working in stereotypically female roles with lower levels of compensation 		<ul style="list-style-type: none"> Workforce is demographically diverse with diverse skillsets Business forecasts future capabilities and workforce needs Commitment to continuous analysis of workforce and skills impact
NORMS	<ul style="list-style-type: none"> Legacy clubs / cliques or passive exclusions exist Slow to respond to change Low trust environments Time, tasks and tenure are the primary performance measure 	<ul style="list-style-type: none"> Localised teams, hierarchical in the main Teams accommodate formal flexible arrangements Employees adapt to change or leave the business 		<ul style="list-style-type: none"> Flat, multidirectional structure Strong learning culture Relationships are underpinned by trust, cooperation and fairness Outcomes measure employee performance
INFRASTRUCTURE	<ul style="list-style-type: none"> The physical work environment is poorly maintained, unsafe or unclean Uniforms, equipment facilities and amenities are non-inclusive Limited access to mobile technology and modern workspaces 	<ul style="list-style-type: none"> The physical work environment is safe, clean and well maintained Uniforms, equipment and facilities cater for both men and women Greater emphasis on mobile technology 		<ul style="list-style-type: none"> The physical workplaces enhances the mental and physical health of employees Office design enables communication, social connectivity and interaction Mobile technology enables flexible work

The organisational ecosystem

There are many interrelated factors that contribute to overall business maturity. These include foundational factors, attraction, and recruitment and retention. Suggested focus areas for **foundational**, **emerging**, and **mature** businesses are outlined below. It will be incumbent on the individual businesses to determine the areas that require the most attention. The Action Plan Template on Page 27 may support the maturation process.



Foundational factors

LEADER SPONSORSHIP

Recognition and commitment from senior leaders that women are essential to an effective, modern, and high performing organisation.

MANAGERIAL COMPETENCY

Managers are fully engaged and educated on how they might contribute to effective performance in mixed-gender environments, including knowing individual aspirations and providing realistic pathways for opportunity.

WORKPLACE PRACTICES

HR practices, rituals, communication, and team structures are inclusive, accommodating and flexible.

WORKPLACE POLICIES

Workforce models and arrangements allow employees to vary the amount, time, and location of work to the mutual benefit of the individual and organisation.

INFRASTRUCTURE

The physical environment is safe, suitable, clean, and well maintained.

Carers have access to affordable, accessible and flexible childcare.

MONITORING PROGRESS

There is ongoing monitoring of women's' participation, and insights are addressed in a timely and efficient manner.

TRANSPARENT COMMUNICATION

There are high levels of transparency across the organisation. Leaders are open about career opportunities and how they tie promotions, pay and progression.

SOCIAL NORMS

There is an implicit understanding and demonstration of respectful workplace behaviours. Staff feel supported, encouraged and psychologically safe.



ATTRACTION AND RECRUITMENT OF WOMEN

Reputation

Organisations have a positive reputation in the broader community and are recognised as an employer of choice.

Workforce planning

The organisation understands future business opportunities and workforce needs. Strategies are informed by demographic analysis, workforce profiling, and analytics.

Job design

Job design is optimised to support female participation.

Recruitment and engagement strategies

The organisation has optimised the recruitment and engagement activities to broaden its pool of applicants.

Supported returner programs

An employer funded program offering women a supported transition back to the workplace (after a caring related career break, typically up to 2 years).

Advertisements

Channels, language and, imagery used are framed and optimised for women seeking employment.

Unique value proposition

Organisations can define and effectively communicate the value proposition for employees and understand the value proposition for women returning to work.

Selection

The selection process is open, transparent, free of biases, and encourages women to participate in the selection process.



RETENTION OF WOMEN

Onboarding

Organisations communicate the activities they have in place to support women who are returning to the workforce.

Engagement and awareness

Policies and opportunities are clear and accessible for all staff to support up-take of opportunities.

Parental leave programs

Parental leave programs assist employees to transition in and out of the business when undertaking caring responsibilities, providing clarity around entitlements, supports, and expectations.

Career pathways and mobility

Flexibility is built into career models with pathways allowing for different life stages and changing requirements. There are clear and well-targeted career pathways and opportunities to access care development options.

Role modelling and mentorship

Mentoring, networking, and sponsorship are in place to support women to enter and progress.

Feedback and recognition

Women receive appropriate encouragement and recognition of their skills and how those skills can be used to progress their careers.

Action plan

The action plan (below) can support you to focus, plan and, monitor your efforts. Use the tiles on pages 25 and 26 to help focus your efforts.

Aspiration

Build business maturity to introduce a supported Returner Program.

Core enablers



Strength (Leverage)

These are the tiles on pages 25 and 26 which currently apply to your business, and therefore you can leverage.



Quick Win (Address)

These are the tiles on pages 25 and 26 which your business can quickly implement and are therefore 'quick wins'.



Strategic Priority (Invest)

These are the tiles on pages 25 and 26 which require longer term investment from your business.

Employee value proposition

Leader support

Job design

Activities

<ul style="list-style-type: none"> Staff survey to gather employee input on qualities, behaviours and input that make our business great 	<ul style="list-style-type: none"> Leaders co-design a behavioural statement around the role of leaders in fostering diverse and inclusive environments. 	<ul style="list-style-type: none"> HR team to participate in training to support job design capability uplift.
<ul style="list-style-type: none"> Validate message and findings with new employees and community test group 	<ul style="list-style-type: none"> Workforce data (including number of female applicants for roles, promotion and attrition) to be presented at monthly leadership meetings. 	<ul style="list-style-type: none"> Develop Resource Request Template and toolkit to support managers to think critically about inclusive job design.
<ul style="list-style-type: none"> Incorporate EVP into employment brand and advertisements 		

Measures of success

<ul style="list-style-type: none"> Employees agree that EVP aligns with their experience of the business 	<ul style="list-style-type: none"> Statement included in performance agreements. 	<ul style="list-style-type: none"> Annual survey reflects increased awareness of inclusive job design across manager group.
<ul style="list-style-type: none"> Recruitment data indicates diversification of applicant pool including 5% increase in female applicants 	<ul style="list-style-type: none"> Leaders have visibility of workforce participation and lead improvement efforts. 	<ul style="list-style-type: none"> Evidence of job diagnosis and re-design occurring across the business. Awareness of at least three areas of business where a Supported Returner Program might be viable.

Responsibilities

Who	By when	Who	By when	Who	By when
Natalia T.	November 2020	Kathy H.	October 2020.	Katharine B.	December 2020



STRATEGIC DRIVERS

- Setting clear objectives
- Visioning template
- Business case

The art of the possible

When businesses set clear and explicit aspirations and objectives, it significantly increases their likelihood of achieving success. Set a compelling vision and balance tangible actions with motivational messages to bring the best to the program.

Examining 'the art of the possible' through the simple act of questioning may enable you to develop a clear and resonant vision for your returner program. Try answering the questions below:



If I were going to imagine the business in 10 – 20 years' time, what might it look like?



What in our business is ready for re-invention? What are we missing?



What would Steve Jobs be frustrated by if he looked around our business?



What might I notice about our workforce if I was encountering it for the first time?



What are the technical, relational, and adaptive skills that we need most to succeed?



What roles create the most value for our business? What are the most important for risk mitigation?



What does good and great talent look like in the roles deemed most important?



Do we want a jackhammer or a hummingbird? (The hummingbird lands in new places, the jackhammer drills deep in one spot).



In what ways do I wish our staff were different? Which of these problems might a returner program solve?



Why does this problem matter?



Why does this problem exist?



Why hasn't it been solved already?



What if we chose not to change?



What will a returner add to our workforce that another individual couldn't?



What would I like to achieve from this program?



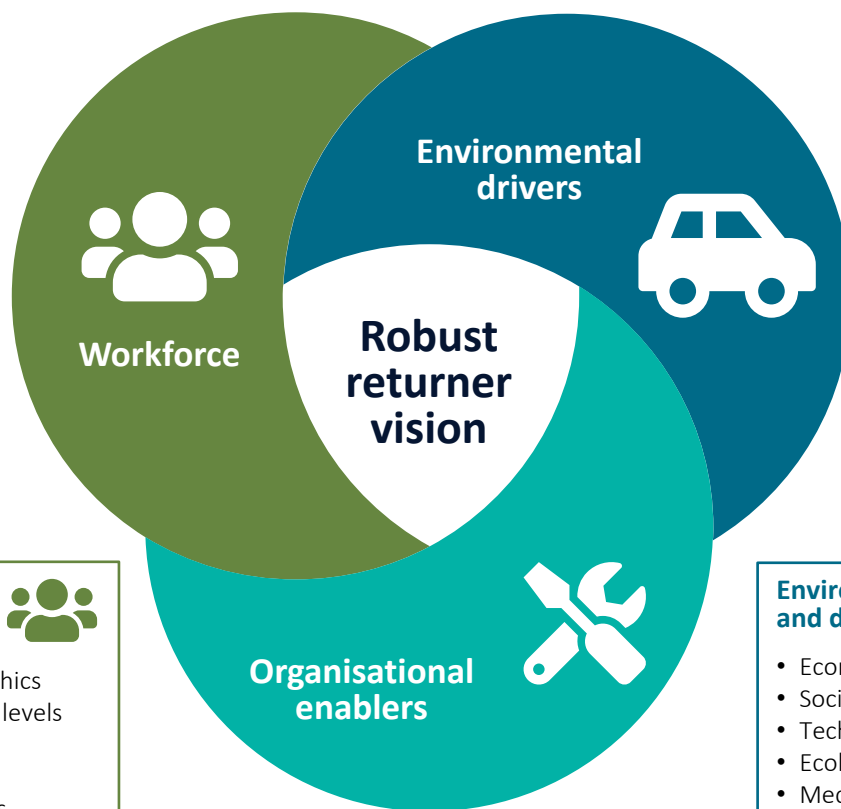
What happens if we do not achieve this?



Where is our Petri dish? (where are we best placed to experiment).

Defining the strategic objectives


When building the business case for your program, you may wish to consider the whole of system elements that drive and constrain employment within your local ecosystem. Factors include demographic difference, environmental drivers, and enablers within the broader organisation.



Workforce factors 

- Local demographics
- Unemployment levels
- Labour market completion
- Supply dynamics
- Critical workforce gaps

Refer to:
Census data, workforce job data, (attrition, retirement, payroll) regional council economic overviews, and government labour statistics

Organisational enablers 

- Executive sponsorship
- Business maturity
- Capability of staff and managers
- Staff motivation

Refer to:
Employee surveys, staff focus groups, and one-on-one interviews, maturity assessment (P25)

Environment and drivers 

- Economic
- Social
- Technological
- Ecological
- Media
- Political
- Legal
- Ethical

Refer to:
Australian Industry Reports, industry insights, strategic plans (business), and thought leadership

Visioning template

The visioning template will help you refine your program vision and surface opportunities/ and or barriers to implementation. You may wish to work with a **Reference Group** or **Project Team (P41)** to develop and refine this process. An example of the completed template can be found on page 23.

1a. Environmental factors

Advances in technology	Data	Business models	Regulation

1b. Demographic considerations

--	--	--

2. Business impact

3a. Critical workforce gaps (current)

--	--	--

Visioning template (continued)

3b. Critical workforce gaps (future)

UX designer	Digital process engineer	Partnership gateway enabler
Algorithm mechanic	Conversational interface designer	Universal service advisor

3b. Supply dynamics

3c. Closing the gap

BUILD: Reskill, upskill or retrain	AQUIRE: Hiring, tapping into new talent pools	BORROW: Contact, Outsource

Enablers

Our leaders	Our people	Our partners

Visioning template

The visioning template will help you refine your program vision and surface opportunities/ and or barriers to implementation. A bank has been profiled to demonstrate how you might use the template in practice.

1a. Environmental factors

Relates to the socials Technological, demographic, social and global changes effecting your industry and workplace.

Advances in technology	Data	Business models	Regulation
Technology will make banking more personalised and ubiquitous across devices and applications. Artificial Intelligence, Machine Learning, Biometrics, AR/VR the Internet of things and Quantum computing will cause aspects of banking to transform from what we know and experience today.	By 2030, data will change the nature of financial services. Banks of the future will use data to build a 360 degree view of their customers. As consumers become more data aware and discerning, trust will emerge as a key differentiator between providers.	Traditional boundaries within the financial services industry will disappear with a move towards 'platformation'. Banks will allow customers to choose from services personalised for their needs from a range of providers. To facilitate this, banks will become the orchestrators of various alliances and capabilities, which may be owned by them or others.	Better informed consumers will judge financial providers by the outcomes they deliver for themselves and the wider impact on society. Major shifts will require governments and regulating bodies to come up with new ways to manage and identify risk, regulate activities being undertaken by a broad range of participants.

1b. Demographic considerations

By 2030, millennials will make up 75% of the workforce. There is increased labour market participation of women, older workers, and workers from ethnically diverse background. Employees will change jobs every 3 – 5 years.

The continued rise of the gig economy has people actively seeking independent work. Casual workers use this as a means to supplement income. Temporary, short term jobs are held by 50% of the population.

Individuals marry later and cohabitate for longer periods. There is an increase in the number of single adult and single parent households. The number of one person households has increased by 50% due to an ageing society.

2. Business impact

Customers will expect their banks to know them and personalise their products to suit their lifestyle, with terms aligned to requirements. Banks will have to develop next level hyper relevance and understanding

Customers will expect banks to minimise the time and effort to do things. Banking will increasingly need to be easy to use and in the background.

Customers expect understanding and empathy. To achieve this, banks will need to deliver services and experiences that contextually align to customer life stage, needs and circumstances

Banks become proactive and forward thinking, anticipating customer needs before they ask for it.

Customers will only deal with businesses which demonstrate integrity. There will need to be a shift to providing data security, protection and cyber security to customers

Customers judge businesses on what they do right and appraise them on how they solve issues. Banks will need to practice proactive accountability and resolve issues before they reach the customer.

3a. Critical workforce gaps (current)

Data and ICT roles – including in advanced data analytics; cyber security and cyber-legal occupations.

Human resource roles: including organisational design specialist, workforce planning and capability development.

The template (below) relates to the banking industry.

3b. Critical workforce gaps (future)		
<p>UX designer</p> <p>Overlaying the physical world with digital data will be a growth area in future. Designing complex three-dimensional interfaces and making them slick and intuitive will be a major new employment area for the future.</p> <p>Key skills: Aesthetic design, branding, user experience and 3D mechanics</p>	<p>Digital process engineer</p> <p>Many banking customer interactions - from on boarding to replacing a lost card - follow standardised flows that balance security and regulatory requirements with customer experience. The rate of change of these processes is likely to increase, as is their complexity, as they combine service and information components from multiple sources. A digital process engineer analyses, assembles and optimises these workflows, adjusting them constantly to maximise throughput and minimise friction.</p> <p>Key skills: The digital process engineer will need discovery skills, to understand large and interconnected workflows and diagnose problems and bottlenecks. They will require creative skills to help them to prototype and test solutions.</p>	<p>Partnership gateway enabler</p> <p>In an increasingly networked business world, the digital relationships with banking partners, like fintechs and global technology companies, will need careful monitoring, maintenance, and negotiation. With both cash and customer data potentially flowing between organisations, someone will need to keep an eye on utilisation and conduct, as well as ensuring performance and regulatory compliance.</p> <p>Key skills: Gateway Controllers will balance technical knowledge of the digital interfaces with an understanding of security and risk management. Communications skills for partner engagement will also be highly valued.</p>
<p>Algorithm mechanic</p> <p>A rising proportion of decision-making is made by algorithms, fed on a variety of input data to reach rapid conclusions. Algorithms operate in a fast-changing environment of shifting regulations, new information, and evolving products. Constantly tuning these algorithms to optimise banking customer experience, and avoid ‘computer says no’ moments, will be a skill in growing demand</p> <p>Key skills: As we shift to a low-code/no-code environment for technology operation, this role will require skills in risk management, service design, and financial literacy, rather than technological proficiency.</p>	<p>Conversational interface designer</p> <p>Machines have become progressively more human in their interactions over the years. Chatbots are already used in banking to answer simple queries and gather information. Conversational interface design is an emerging skill to help us take best advantage of voice and text chatbots, and one that will only grow in importance as the technology becomes more mainstream.</p> <p>Key skills: Building natural, low-friction interfaces that go beyond solving immediate challenges to surprise and delight customers requires a mixture of creative, linguistic, and anthropological skills</p>	<p>Universal service advisor</p> <p>The separation between digital, physical and remote service environments is breaking down. At any moment a customer may want serving in a branch, via chat app, voice, or in augmented or virtual reality. As mixed reality becomes the main interface between people and machines, highly skilled service agents, empowered to support customers across a variety of products, will be able to switch seamlessly between virtual and physical environments from anywhere anytime to meet customer needs.</p> <p>Key skills: Critical skills for tomorrow’s customer advisor are a combination of product and domain knowledge with excellent customer communication and empathy. This will require a level of comfort with the key communications technologies, including performing in a virtual environment.</p>
3b. Supply dynamics		
Quality of existing skills	Quantity of skills	Comparative ability to attract
3c. Closing the gap		
BUILD: Reskill, upskill or retrain	AQUIRE: Hiring, tapping into new talent pools	BORROW: Contact, Outsource
Enablers		
Our leaders	Our people	Our partners

Business case

1. Strategy element	
<p>How the returner program aligns with strategic objectives: <i>For example, remaining a high performing business with a workforce that has the capability to deliver into the future</i></p>	<p>Define desired outcome: <i>For example, a talent attraction strategy to diversify perspectives and increase innovation.</i></p>
2. The element/initiative/project	
2a. Goal of returner program	
2b. End state	
2c. High level actions required	
2d. Expected benefits by stakeholder group	
3. Affordability	
3a. Indicative costs	3b. Main cost type
<input type="checkbox"/> \$0-\$20,000 <input type="checkbox"/> \$0-\$100,000	<input type="checkbox"/> People <input type="checkbox"/> Training <input type="checkbox"/> Technology <input type="checkbox"/> Other
3c. new cost or re-allocated funds	
4. Achievability	
4A. Dependencies	
4b. Timing of program	
Start date	Duration
4c. Intake	
4d. Stakeholders and staff required to design, deliver and take accountability for the returner program	

BUSINESS CASE (SAMPLE)

1. Strategy element	
<p>How the returner program aligns with strategic objectives: <i>For example, remaining a high performing business with a workforce that has the capability to deliver into the future</i></p>	<p>Define desired outcome: <i>For example, a talent attraction strategy to diversify perspectives and increase innovation.</i></p>
2. The element/initiative/project	
2a. Goal of returner program	
<p>A mutually beneficial returner program that meets business and individual needs.</p>	
2b. End state	
<ul style="list-style-type: none"> As a returner at [Insert business name] I have been supported to build my skills, knowledge and confidence in the workplace. As a staff member at [insert business name] I recognise the value that returners bring to the workplace and I am motivated and able to help them to succeed. 	
2c. High level actions required	
<ul style="list-style-type: none"> Identify roles and positions suitable for returners. Develop the program framework through consultation with leaders and staff. Communicate rationale and benefits for leaders and staff. Build manager and staff competency to manage and support returners. Redesign and implement induction and on-boarding processes to reflect returner requirements. Periodically measure staff engagement to evaluate progress. Incorporate a supported returner program into broader talent strategy 	
2d. Expected benefits by stakeholder group	
<p>Businesses and communities are more likely to grow and prosper when women gain greater financial independence.</p> <ul style="list-style-type: none"> Returner – The returner is supported to reintegrate into the workforce through a dedicated program that recognises and builds on existing skills. Staff – The returner program will improve gender, age and cognitive diversity in the business. Diverse workforces are more likely to enhance team performance and employee satisfaction, and is associated with increased employee wellbeing and respect. Business – The business will benefit from improvements in attraction and retention of talent by accessing an additional pool of skilled individuals. The program will expand the female talent pipeline and increase the presence of senior women in the business. Studies show that companies with diverse leader cohorts outperform others. Community – The world economic forum has estimated that closing the gender gap will add \$28 trillion to the value of the global economy. 	
3. Affordability	
3a. Indicative costs	3b. Main cost type
<input type="checkbox"/> \$0-\$20,000 <input type="checkbox"/> \$0-\$100,000	<input type="checkbox"/> People <input type="checkbox"/> Training <input type="checkbox"/> Technology <input type="checkbox"/> Other
3c. New cost or re-allocated funds	
<p>Cost will be split between the business unit and HR budget.</p>	
4. Achievability	
4a. Dependencies	
<ul style="list-style-type: none"> Changes to people/workforce or industrial relations considerations Additional capacity may be required by the HR and learning and development teams to support the development, implementation and longevity of the program. Workforce review (to determine viable positions for returners) may result in instances where skills, capabilities and requirements of existing positions are changed/re-classified. Changes required to [insert business name] culture The culture will need to be fit to support the program. This will likely take time and require commitment from senior leaders, engagement of key stakeholders, and support from managers/supervisors and staff. Leader Sponsorship Leader sponsorship of the program will be a critical success factor. Leaders will need to provide public commitment and support for the program, be available to returners, and address issues if and when they arise. Manager coaching and training may be necessary to help them understand what is expected of them throughout the program. Required Process Changes Recruitment, attraction, assessment and induction processes will need to be reviewed and updated. Returner performance review will need to be in line with the performance framework of the business. Tailored training programs may need to be developed to support and career pathways may require updating to support the returner. Required Technology, Data and Infrastructure E-learning platforms for induction may require review and updating. Returners will need to be provided with infrastructure (for example, security pass, laptop, and equipment to complete tasks. Surveys will need to be developed to support evaluation of the program. Policy changes Flexible work policies may require review to ensure they are compliant with legislation and suitable for returners. 	
4b. Timing of program	
START DATE	DURATION
4c. Intake	
<p>Number of returners for the first round of the supported returner program.</p>	
4d. Stakeholders and staff required to design, deliver and take accountability for the returner program	
<p>List of names of stakeholders.</p>	



YOUR GUIDING COALITION

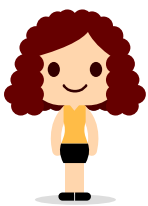
- Creating your network map

Your guiding coalition

While a single person or small team can typically manage returner programs, some key individuals will play a significant role in laying the foundations of your program.

It may be useful to draw on a reference group to provide advice and support through the design and implementation of the program.

CORE PROJECT TEAM



Program manager

the program manager will be responsible for designing, implementing and coordinating the returner program.



Program sponsor

sponsorship and prioritisation of senior leaders will be critical for program success. the program sponsor will serve as the primary contact for your returner and will take responsibility for resolving issues if and when they arise.



Line managers/supervisors

line managers/supervisors will support you to identify current and future gaps in skills and help you to administer the returner program. line managers/supervisors will also be the day to day contact for the returner. they will help you to evaluate and adjust the program over time.

INFLUENCERS AND ADVISORS



Allies

allies are individuals in your business who have returned from a career break, balance work and caring responsibilities, or run parent/carer networks. these individuals will provide you will valuable insights and personal experience.



Recruitment

your recruitment function will help you to develop tailored recruitment approaches to target returners.



Learning and development

your learning and development function will support the development of tailored training and skilling programs for returners.



Connectors

connectors may take the form of recruiters, community members or partners who will support you to connect with returners in your community.



Advocates

advocates are 'influencers' within your business who can help to build internal support and energy for the returner program.


Creating your network map


Senior leaders are not the only individuals in your business who can guide and create energy around your supported returner program. There are influencers within the business and community who can have a disproportionate effect on the energy levels of others.


The ‘influencers’ within your network may not be immediately obvious. The ‘Networked Approach’ below, will help you to unearth the diverse types of relationships that exists in your business and the broader community.


THE NETWORKED APPROACH

The ‘snowball approach’ is a simple survey technique to help you understand networks and patterns of influence within your business and community. It is an anonymous email survey (for example, through Survey Monkey or other survey tools) with questions such as:

 Who do you go to for information when you have trouble at work?

 Whose advice do you trust and respect?


 Who do you look up to?


 Who and where do you turn to for information within the community?


Ask employees to nominate three to five people. Names that are repeated are the individuals within your business or community who are your ‘influencers.’


NARROW THE POOL


To deepen the analysis and further select appropriate individuals and groups, consider the following questions about the ‘influencers’ you have identified:


 Who has more capacity to support you? Why?


 Do you think this person will support the returner program? Why?


 Who in this group has the most influencing power? Why?

 Is one of these people likely to be negatively affected by the program or oppose it?

 How similar is this individual to others in your group?

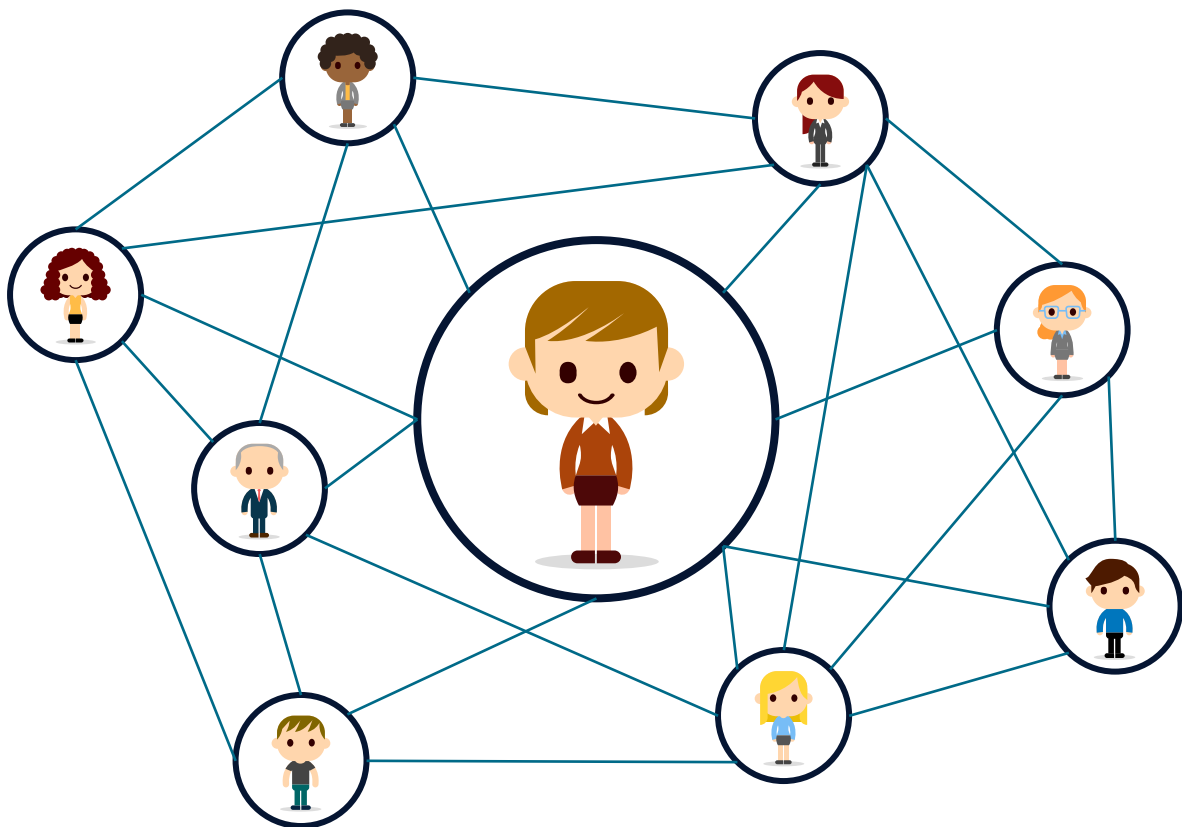
 Do you trust the information you receive from this individual?

 Who in the group adds a unique perspective?

 Whose expertise and insights will be essential for the success of the program?

Creating your network map (continued)

EXAMPLE OF A NETWORK MAP



MOBILISING YOUR NETWORK

Once you have identified your influence leaders, there are a number of ways to mobilise them throughout the program.



Invite them to be part of your **reference group**, providing advice at a particular stage or throughout the project.



Ask them to be **early adopters**, and pilot returner programs in their team or area.



Factor them into the **supportive ecosystem** that you create around the returner. Invite them to be buddies, mentors, allies or advocates for the program (see page 64).



Test assumptions and ideas with this group. Give them early access to information and ask them for information as the program is implemented.



DEVELOPING A SUPPORTED RETURNER PROGRAM

- Program Principles and structural elements
- Design Template
- Program Checklist

Program principles and structural elements

A successful returner program considers business, team, and individual requirements. Guiding principles and influencing factors are outlined below.

GUIDING PRINCIPLES

MUTUALLY BENEFICIAL

Programs are designed to meet business and individual needs

FLEXIBLE

Programs are flexible, supporting the diverse needs and requirements of returners

SUPPORTIVE

Returners, managers, and staff are supported to ensure a valuable and positive experience

STRENGTHS BASED

Returners are valued for the skills and experience they bring and are given opportunities to shine

DESIGN FEATURES

Infrastructure

- Businesses provide Returners with the tools they need to succeed, including laptops, equipment, internet connection, and facilities.
- Facilities cater to the needs of men and women.

Valued skills and experience

- The professional experience and skills of returners are valued and showcased by the program.
- Returners are paid at a competitive rate, which is consistent with their skills, experience, and level of work undertaken.
- Managers are prepared and able to accommodate flexible working requests.

Supportive ecosystems

- Business leaders own, sponsor, and advance returner programs and the participants.
- Returners have access to a 'support ecosystem' to aid professional self-belief, including a team manager, team buddy, HR 'business partner,' mentor and learning and development coaching.
- Returners receive adequate role-specific training to support the professional development of the returner.

Job design

- Flexible job design enables returners to balance ongoing caring responsibilities with work requirements.
- There is a focus on essential skills or shared company values rather than recent skills and experience.
- The position is or has the potential to be ongoing.
- There is a consideration of the long-term retention and career pathways of returners.

Feedback and growth

- There are opportunities for constructive and meaningful feedback throughout the program (for both the returner and the business).
- The business adopts a growth mindset, adjusting the program and supports for returners as required.
- There are opportunities for accelerated development and promotion for the returner beyond the completion of the returner program.

Motivation

- The business case for returners has been clearly articulated to leaders, managers, and staff.
- Line managers and staff are engaged with the program and are excited to bring new talent into the team.

Design Template

Drag and drop tiles to develop your high level supported program framework.

Rationale:

For example, KN actively seeks women returning to work following a career break to bring a fresh perspective to project management within the business.

Placement type

Program timing

Intake

Area and nature of work

Pre-interview support

Placement type

1	Role specific program
2	Balance of general and specific placements within the business
3	Broad exposure with a view to finding more specific placements later on

Program timing

4	3 months
5	6 months
6	Direct Recruit
Timing may depend on whether the program is offered on a full-time or part-time basis and the complexity of your business.	

Intake

7	Group program (and number in group)
8	Individual program

Area and nature of work

9	Line manager or supervisor
10	Lower level role to build skills and knowledge
11	Senior roles with inbuilt supports
12	Part-time role

13 Full-time role

14 Work from home arrangements

15 Job share

16 Flexible start and finish time

17 Compressed hours

Pre-interview support

18

19 Supportive webinar
Pre-interview workshop

20 Written interview guidance

21 Familiarisation days

22 Pre-interview coaching

23 Personalised feedback for unsuccessful candidates

Drag and drop tiles to develop your high level supported program framework.

RATIONALE: *For example, KN actively seeks women returning to work following a career break to bring a fresh perspective to project management within the business.*

Staff supports	Induction
Ongoing support	Feedback and growth

Staff supports

24	Structured assessor training offered prior to interview
25	Training for line managers including structure and objectives of the program, common concerns felt by returners and how best to support returners throughout the program

Ongoing support

31	
32	Buddy
33	Mentor
34	HR meet and greet
35	Coach (individual or group)
36	Skills update sessions
37	Weekly coffee with different business areas

Induction

26	
27	Standard new employee induction Tailored induction
28	Introductory sessions with other returners, working parents or new employees Identify training requirements during induction process
29	Expectation setting with manager – including targets, timeframes and how success will be measured
30	

Feedback and growth

37	Initial goal setting with manager
38	Midway goal check-in
39	Final goal setting session with discussion about permanency
40	Survey returner, manager and team members to determine how they found the program

Program checklist

Before signing of on your program, use the following checklist to ensure you have covered all aspects of a returner program.

Placement type

- Existing skills of returners are valued and showcased by the placement in the business and program.
- The returner will gain access to suitable work which makes the most of their professional experience and skills and can be reflected on their CV.
- Returners are paid at a competitive rate which is consistent with their skills, experience and level of work undertaken.
- There is pay parity with existing employees (male and female).

Program timing

- The timing of the program is adequate to enable the returner to prove their skills on the job.
- The program is timed to avoid peak times of year, to enable managers to support returners.
- Offers for the program are made with adequate time to enable returners who are carers to make arrangements.
- The program does not conflict with peak caring times (including school holidays) which may make it difficult for returners to participate.
- The hiring manager has adequate time to assess the suitability of returners for ongoing roles.
- The program is likely to finish at a time where there are permanent positions available for the returner.

Intake

- Program design reflects number of participants (cohort or individual).

Area and nature of work

- The program has been designed on a flexible basis or can incorporate flexibility.
- Career pathway have been considered, including stepping stone approaches to support returners to transition into the business

Pre-interview support

- Returners are provided with support throughout the application and interview process.

Staff supports

- Individuals assessing and interviewing returners have received training
- Managers are aware of the structure and objectives of the program.
- Managers are prepared and able to accommodate flexible working requests.
- Managers and business units are engaged with the program and excited to bring talent into the team and prepared

Induction

- Expectations have been set by the manager.
- Training requirements have been identified.

Ongoing support

- The returner has the tools they need to succeed: laptops, equipment, internet connection and facilities.
- Returners will receive adequate role specific training.
- Returners have a 'support ecosystem' including a team manager, team buddy, HR business partner, mentor, and learning and developing coaches.

Feedback and growth

- The business has considered how individual performance will be evaluated. Ideally performance will be based on outputs (results) rather than inputs (time spent on the job).
- There are opportunities for constructive and meaningful feedback throughout the program.



COMMUNICATION AND INTERNAL POSITIONING

- Communications Fundamentals
- Sample campaign advertisement
- Message House

Communication fundamentals

High impact, two-way communication with staff, managers and, stakeholders will be vital to ensuring a supportive returner environment. Communications should aim to engage staff in the program and encourage them to build a personal stake in owning solutions.

The communications principles below may serve as useful guides to engagement.



1. Repetition and clarity

Employees will not always have the time or inclination to stop, think and internalise messaging about new business initiatives. It is important not to lose sight of what it's like to hear the message for the first time.



2. Simple and memorable messaging

Although hiring returners has clear societal benefits, the program must be positioned as a talent strategy, rather than a corporate social responsibility scheme. Language for the program should be simple and memorable, and focused on building the credibility of the Returner.



3. Balance 'telling' with 'asking'

Programs are more likely to be successful if managers and staff feel they have a personal stake in the program success. Where possible, seek views and opinions from staff and employees when preparing the program. Ensure ideas and thoughts are reflected in the final plan.



4. Reinforce messaging through multiple channels

Go broad when you consider the potential communications channels. Leaders and influencers (identified through your network mapping) will support you in delivering information through the business in a way that is real and human. Other avenues for consideration include speeches, print, and the intranet.

Sample Campaign Advertisement

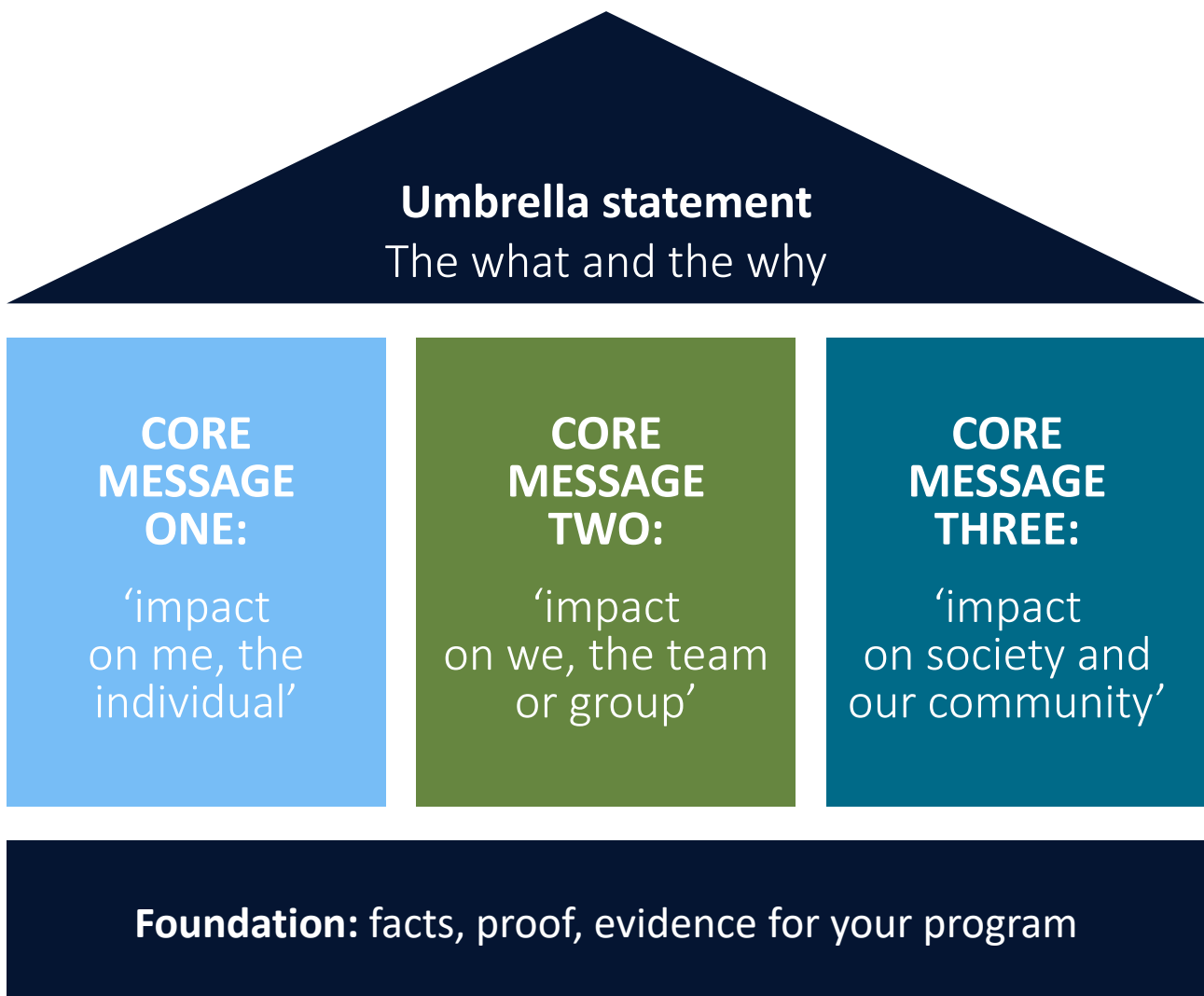
From a narrow lens...

...to a broadening of possibilities.

Our take on talent just got a lot more inclusive.

Message house

Use the message house (below) to structure your message for staff, communicating the what, why and how of your returner program.





ATTRACTING RETURNERS

- Principles for attracting returners
- Sample returner advertisements
- The recruitment landscape

Principles for attracting returners

Existing attraction and recruitment methods may not be effective for the returner audience. Individuals might be disenchanted by online jobs platforms and require more innovative outreach from employers.

The principles below, may help guide your approach.



1. Make it clear

Ensure you articulate clearly what the returner program involves (including training and supports offered) and what your expectations are in terms of time commitment, flexibility, and ongoing work. This will prevent misunderstandings later in the process.



2. Focus on personal attributes and essential criteria

“I didn’t think they would hire me since I didn’t meet the qualifications, and I didn’t want to waste people’s time and energy.” This is the most common reason applicants give for not applying for advertised roles. Removing all but the necessary skills and focusing on personal attributes that align to the business values will help you uncover hidden potential.



3. Change the channel

Returners can be hard-to-reach through standard channels such as LinkedIn or recruitment agencies. Instead, focus your attention on non-traditional domains. This will help you connect with a section of the returner population who have given up looking in formal channels, as they believe that the labour market will not be supportive of their circumstances. The recruitment landscape (page 42 and 43) provide an overview of recruitment avenues for returners.



4. Identify the pain points

There are several stages in the application process that can drive potential applicants away. Pain points can include the accessibility of your website, slow loading pages, lengthy applications, intense jargon, and stereotypically male language. Consider the user experience of your returner and make it as easy and efficient as possible for them to apply for positions.



Minimise applicants drop out risk by establishing priorities in the information flow. Prioritise contact information up-front, so applicants who drop out may be contacted and encouraged to continue.

Sample Returner Advertisements

AECOM returners program

AECOM are excited to be partnering with Women Returners again to run our 2020 Returner program, now in its successful third year. AECOM are looking for individuals who have taken a career break of 2 years or more and are looking to get back into the workplace with our structured and supportive program.

WHAT CAN AECOM RETURNERS OFFER YOU?

- A paid placement for 6 months, with the opportunity for the role to become permanent.
- An opportunity to work on some of AECOM's leading & most high-profile projects.
- Coaching sessions run by Women Returners to help you successfully transition back to the work place.
- Access to an abundance of internal on-line training to help you refresh your skills.
- A flexible working style with our Freedom to Grow Program which provides employees with the freedom needed to find the working style that suits you. Guiding Principle: if it works for you, your team and your client then it works for AECOM.
- A competitive salary and benefits package in line with market rates
- The opportunity to join our growing network of Returners

HOW TO APPLY

Please submit a CV & Covering Letter, stating how long your career break has been and which of our roles & locations you would be most interested in. Interviews will be taking place from January to March with placements commencing on 27 April 2020. For additional information please see our Returners Information Page or for additional queries please contact us at TalentAcquisition.UKI@aecom.com.

MINIMUM REQUIREMENTS

AECOM are looking for professionals who are ready to re-start their careers after an extended career break of at least 2 years. During this time, you may have worked on a small-scale or self-employed basis to fit around your other commitments or have not done any paid work for number of years. You will have had a wealth of experience and we look forward to you bringing a fresh perspective to our teams & projects. As an Equal Opportunity Employer, we believe in each person's potential, and we'll help you reach yours. We have opportunities for people with experience in any of the following fields in locations throughout the UK:

- Risk Manager – London
- Cost Managers/Quantity Surveyors and Senior Cost Managers/Quantity Surveyors – Manchester, Leeds, Birmingham, Exeter, London, Edinburgh, Oxford, Peterborough and Dublin
- Building Surveyors & Advisory – Manchester, Leeds and Glasgow

WHAT WE OFFER

When you join AECOM, you become part of a company that is pioneering the future. Our teams around the world are involved in some of the most cutting-edge and innovative projects and programs of our time, addressing the big challenges of today and shaping the built environment for generations to come. We ensure a workplace that encourages growth, flexibility and creativity, as well as a company culture that champions inclusion, diversity and overall employee well-being through programs supported by company leadership. Our core values define who we are, how we act and what we aspire to, which comes down to not only delivering a better world, but working to "make amazing happen" in each neighborhood, community and city we touch. As an Equal Opportunity Employer, we believe in each person's potential, and we'll help you reach yours.

TURNER AND TOWNSEND - RETURNERS PROGRAM

We are accepting applications for our 2020 career returners program.

Our program offers a structured and supported return to the workplace to professionals who have taken career breaks of at least two years. We passionately believe that those who have had time away, for whatever reason, can bring skills and experience that will strengthen, enhance and diversify our teams.

We foster a culture of excellence and an entrepreneurial spirit. Our people strive to provide innovative and technology-driven solutions and take pride in seeing that our expertise and independence are recognised by peers and clients.

Who we are looking for

Enthusiastic individuals who wish to return to their successful careers, bringing with them the wealth of knowledge and skills acquired through both their professional and personal experiences.

We have a wide range of mid to senior level roles available for experienced professionals across the following disciplines

- Project & program management
- Cost management
- Advisory (procurement, health & safety, technology)

LOCATIONS: London, Birmingham, Manchester, Bristol, Sheffield, Newcastle, Teesside

PROGRAM START DATE: Monday 13 January 2020

ROLE STRUCTURE: a six-month career returner's position with flexible working options available

If you have any questions, please contact us at careerreturners@turntown.co.uk and one of our team will be in touch.

What to expect from our program

You will have the opportunity to work in a dynamic, fast-paced consultancy at the forefront of construction, where our people are the key to our success. The program offers:

- Flexible working patterns, depending on the role
- A buddy in the team
- Coaching support from Women Returners (our external partner) to help you transition successfully back into the workforce
- A bespoke personal development plan to support all aspects of re-entry into the workplace
- A competitive salary

The program aims to offer returners a permanent position on successful completion, however we are unable to guarantee this.

Interviews will take place during the weeks commencing 11 and 18 November 2019.

If you have any questions, please contact us at careerreturners@turntown.co.uk and one of our team will be in touch.

ONLINE JOB POSTINGS

Business Website	Ethical Jobs	Glassdoor
Gumtree	Instagram	LinkedIn
Facebook	SEEK	Twitter
Gradconnection	Google	Yaxis Jobs
	Indeed	

Online recruitment is the dominant feature of the recruitment market in Australia. 55% of positions were filled via recruitment websites and jobs boards

GOVERNMENT SERVICES

Community Development Program		
Jobs Fair	Career Pathways	jobactive
Restart		Work for the dole

15% of positions were filled through recruitment agencies or Government Employment Services

SOCIAL MEDIA PRESENCE

Facebook	Twitter
Facebook Jobs Groups	
Google	Instagram

13% of positions were filled via social media Facebook 'jobs groups' have grown in popularity with thousands of members across Australia . Groups cover industry and location

The recruitment landscape



New jobs, new generations and new technologies are changing the workplace, workforce and talent acquisition processes.

The diagram depicts the myriad of ways business can connect and stay connected with the talent of the future.

Source: Survey of Employers' Recruitment Experiences, 2018

EVENTS

Hiring events	Industry events
Campus career and job fairs	Open days

Job fairs and events provide an opportunity to promote your business en masse and can help businesses to access key talent segments if done strategically

EMPOWERED INDIVIDUALS

Walk ins	Cold call or email
----------	--------------------

9% of businesses filled positions following direct approach by the job seeker Employers more commonly rely on walk ins for lower paid jobs

Networks


Employee Referral Programs


Friends


Family


Professional Networks


Former Colleagues

32% of positions were filled through word of mouth
Talent networks such as Atlas Network, UpWork and Catalant provide access to highly skilled talent not on corporate radars.

Internal talent mobility


Internal mobility programs


Career pathways


Internships


Internal Jobs boards

To address critical skills shortages, organisations are looking more strategically at moving current employees into available opportunities across the enterprise

Direct approach


AI Driven Chatbots


Academic programs


LinkedIn Talent Solutions


Candidate rediscovery


Email campaigns advertising job openings

AI driven technologies and platforms (such as pymetrics) have enabled more targeted advertisements and expansive candidate searches

Job postings


Shop Window


Community Newsletters


Advertisement on Public Transport


Advertorial


Koori Mail


Supermarket Noticeboard


Community Noticeboard


Newspaper


Trade publications

11% of positions were filled through newspaper advertisement. In regional and remote areas, employees are more likely to focus on community based methods of recruitment

Recruitment agencies


Hays


Adecco


face2face Recruitment


Randstadt

15% of applicants were employed through recruitment agencies or Government Employment Services

ACTIVE JOB SEEKERS

Refers to individuals who are proactively applying for jobs and seeking opportunities

PASSIVE JOB SEEKERS

These individuals may not be applying for roles or actively looking for work. Passive candidates comprise 75% of the available workforce and are important for strategic recruitment activities.



INTERVIEW AND ASSESSMENT

- Selection
- Strengths based assessment

Strengths-based assessments

Focusing on the expertise and competencies of candidates is not always the best way to assess performance. Contemporary hiring managers are shifting to strengths based recruitment methods to identify the right people for the job.

Strengths-based recruitment is focused on the intersection between talent, motivation and skill. Marcus Buckingham, a leader in strengths-based approaches, has argued that this approach helps managers recognise potential, understand where new staff members¹² might fit, and focus their efforts accordingly.

Adopting a strengths-based approach for your returner recruitment process may also help unsuccessful candidates understand why the role is not suited¹³ for them. Strengths-based interviews are preferred by candidates, as they feel as though the process does not leave them feeling deficient and that the interviewers are focused on getting to know them. This is positive for both the employer, brand and reputation.

WHAT IS A STRENGTH?

Marcus Buckingham suggests that strengths are a combination of talents, skills, knowledge and, practice.

Talents

Talents are things people are born with, that stay with them for life. Talents include personality traits such as empathy, assertiveness, or competitiveness. Talents are also based on passions – the things they truly love to do. Buckingham suggests that passions and talents are relatively stable throughout adulthood.¹⁴

Skills and knowledge

Skills are not innate but can be learned with time and experience. Skills include knowing the steps involved in creating policy, or knowing how to input information into a software package. Knowledge is learned.

The most successful people start with a dominant talent and then add skills, knowledge, and practice to the mix. In this situation, the raw talent actually serves as a multiplier.

STRENGTHS-BASED INTERVIEWS

The goal of the strengths-based interview process is to determine whether a candidate has the motivation, values, and natural strengths to be successful in their work. Questions might include:



What do you enjoy the most?



What types of tasks come easily to you?



What do you enjoy learning the most? And least?



How do you define success?



What accomplishments are you most proud of and why?



Are you typically able to finish your to do list? What is usually left undone?



What areas are you most interested in learning new techniques and information?

FOOTNOTES:

¹². Buckingham, Marcus, Go Put Your Strengths to Work, 6 Powerful Steps to Achieve Outstanding Performance, Simon and Schuster, United States, December 2018.

¹³. Ibid

¹⁴. Ibid



THE RETURNER JOURNEY

- The returner journey map

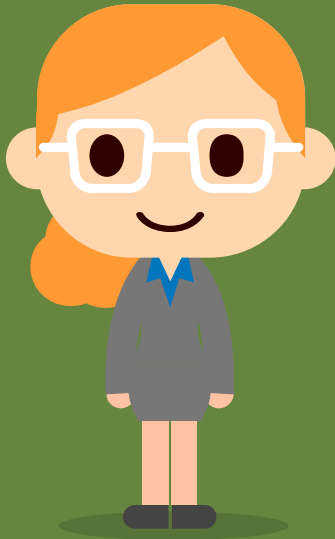
The returner journey map

A journey map is a visual representation of the experience your returner will have with you. It tells the story of the returner's experience with your business and helps to ensure that it is positive across all stages of the process.

The returner journey map will help you to step inside the shoes of the returner and see the experience from their perspective. Importantly, it may help you to unearth the 'moments that matter'. These are transformative snippets of time that have a lasting emotional impact on how individuals feel, influencing their relationship with their peers, managers and employees.

A sample returner journey map has can be found on 66 and 67. Use this journey map and tailor it to the returner journey with your business, or work with your reference group and returners to develop your own.

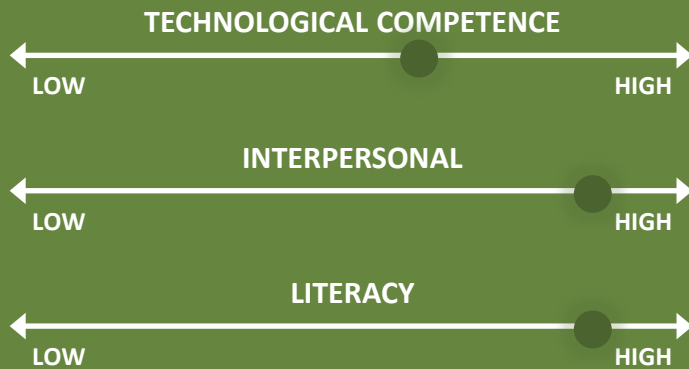
Meet Sophie



AGE: 37
STATUS: Married
PERSONALITY:

- Thoughtful
- Reliable
- Funny
- Intuitive
- Quiet
- Kind

SKILLS



BIOGRAPHY

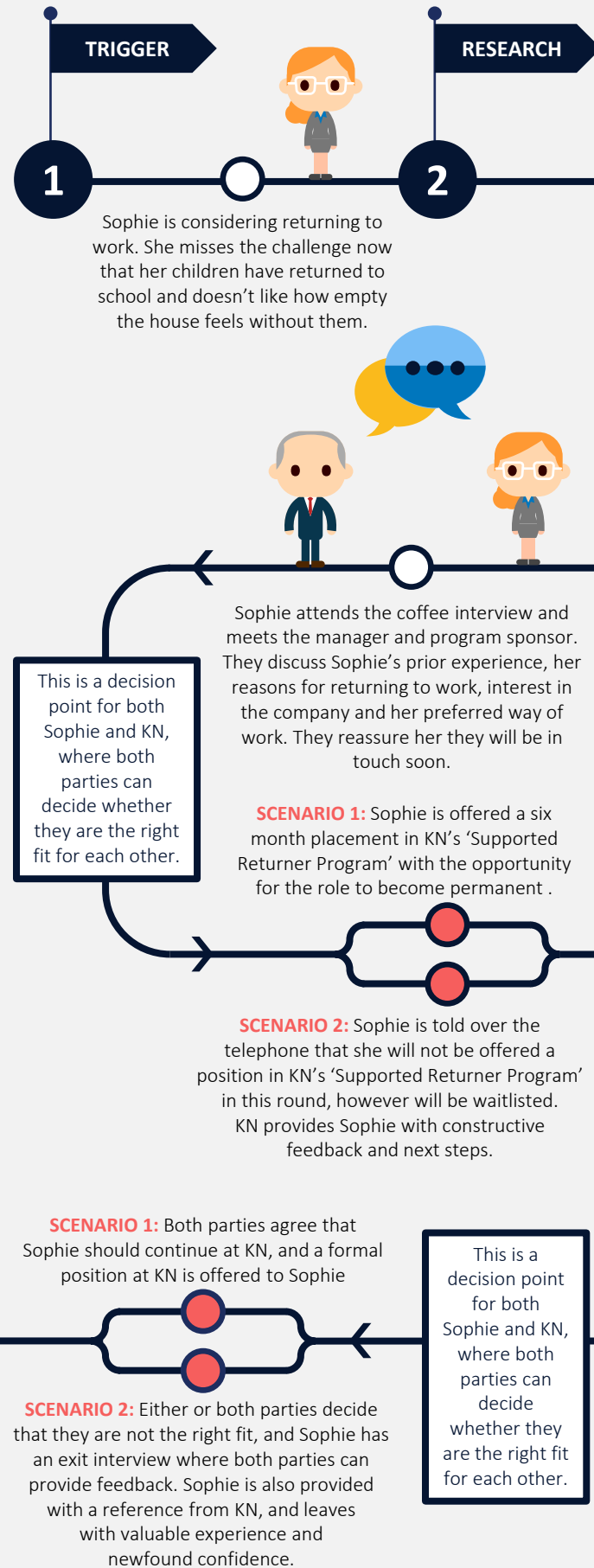
Sophie has been out of the workforce for four years, during which time she has been raising her two children. Prior to this, Sophie was a mechanical engineer and worked for a global engineering company. Sophie feels that she is now ready to re-enter the workforce.

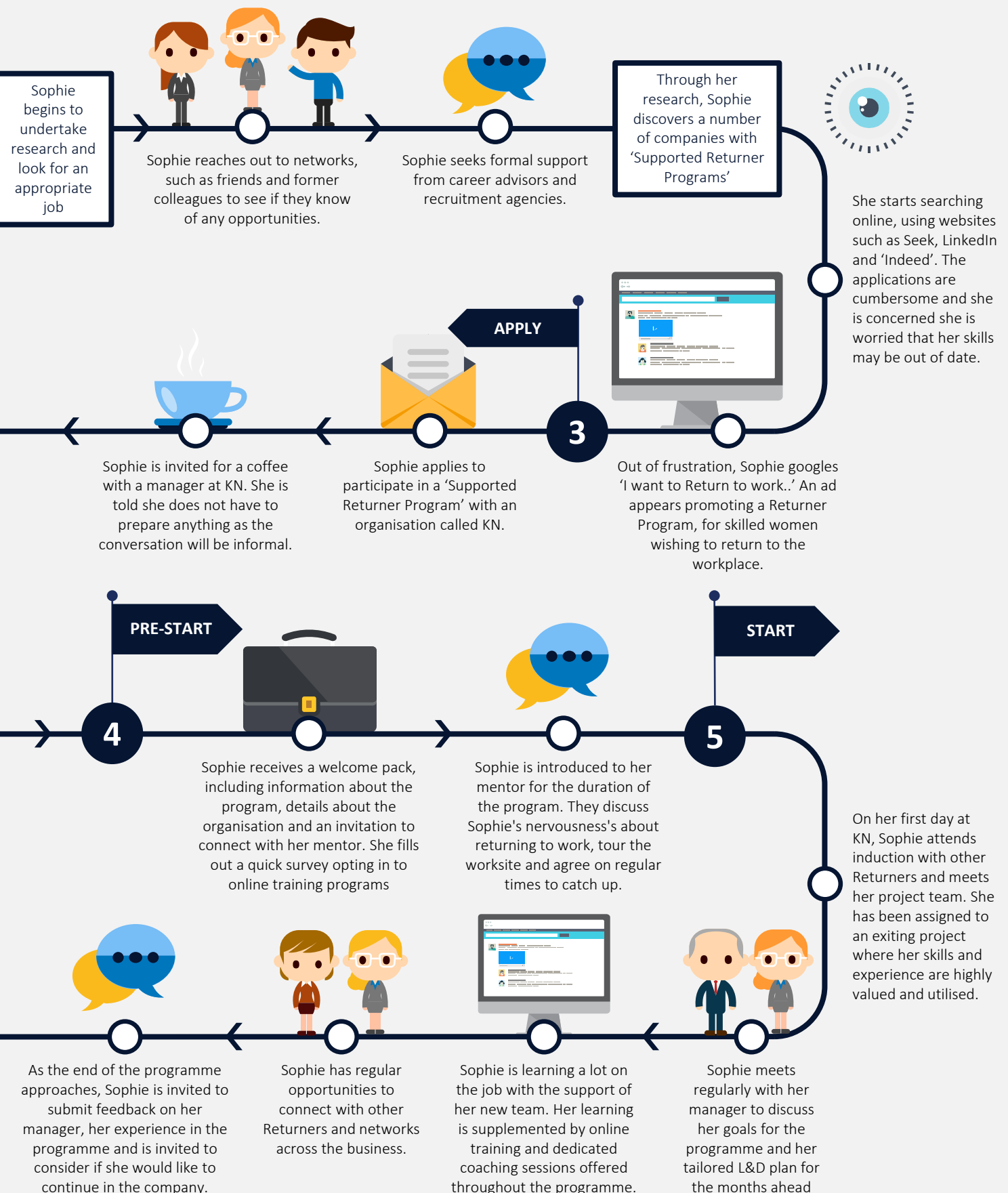
“I feel privileged to have taken the time to raise my children, but I am now ready for my next challenge”

CONTACT SOPHIE



RETURNER PATHWAY







SUPPORTIVE ECOSYSTEMS

- The returner ecosystem

The returner 'ecosystem'

Providing a strong support framework or ecosystem can help to maximise the likelihood of a successful permanent hire. The support ecosystem is both technical and social, encompassing the skills and self-belief of individuals. It is important to note that these are not all essential elements of the program. It is up to the business and the returner to determine the supports that are best suited to them.

PRE-INTERVIEW SUPPORT

Supports could include: links to webinars, workshops, coaching or familiarisation days to build confidence for the interview process. Supports help candidates to perform to the best of their ability and are positive for career development regardless of whether they are successfully placed.

HR BUSINESS PARTNER

HR advisors are independent supports throughout the program and help to identify training needs and requirements ahead of time.

ALLIES

Allies provide a sense of community and support for returners. They might include recent Returners, working parents, leaders of social clubs and committees or parents and carer networks.

MENTOR

Mentors advise about business culture and values, help resolve any internal conflicts and, provide longer-term career management support.

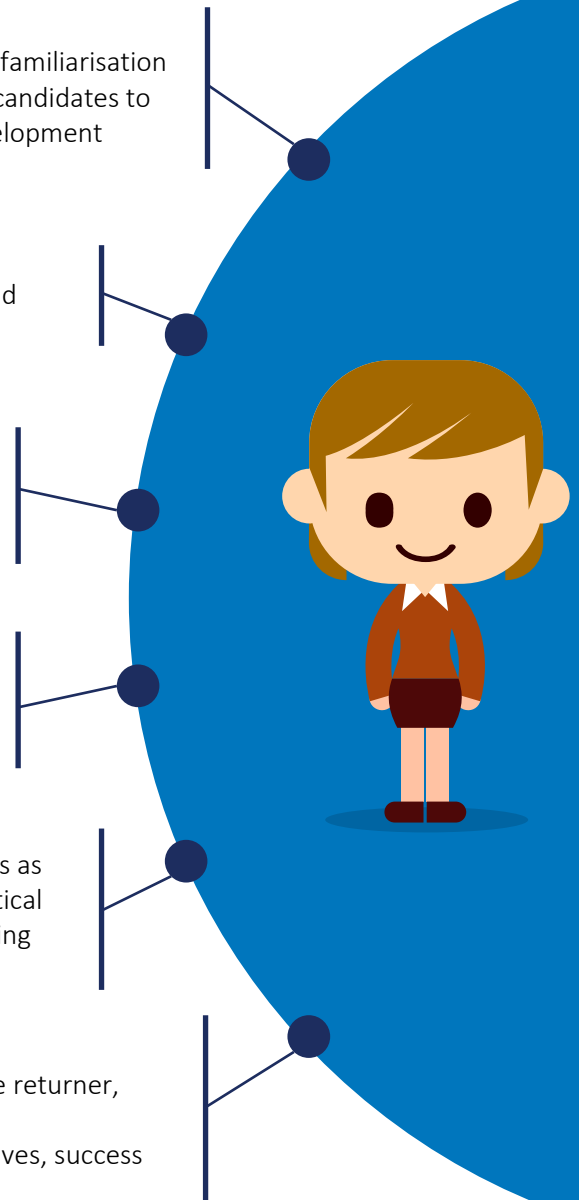
COACH

Some businesses arrange for external coaches to support returners as they transition back to the workplace. Coaches can help with practical aspects of the program, such as developing objectives and rebuilding professional self-confidence.

LINE MANAGER SUPPORT

Line managers are responsible for the day to day experience of the returner, including:

- Expectation setting: ensuring returners understand their objectives, success measures and the process of ongoing recruitment
- Providing regular feedback and coaching
- Adjusting supports through the transition period





EVALUATE AND ADJUST

- Evaluating the program

Evaluating the program

Programs should be evaluated regularly to identify what is working well and what can be improved, with a focus quantitative and qualitative measures.

QUANTITATIVE MEASURES

Program Targets

The company should have a target for the number of returners accepted into the program. Additionally, some companies may have targets to recruit women into roles at particular levels (in particular, senior positions).

Conversion rate

A key success factor for a returner program is the number of participants who were both offered and accepted on-going roles. Low conversion rates are a signal that changes need to be made for the next round of applicants.

Attrition rate

Assessing the attrition rates of will enable you to determine whether your returner program is providing the skills required for longer term employment. It may also suggest whether the length of the returner program is suitable.

QUANTITATIVE MEASURES

Satisfaction of stakeholders

This not only includes feedback from returners about their experience (either through informal meetings or formal mechanisms like surveys), but other stakeholders such as managers and team members. Obtaining qualitative feedback helps you to identify specific areas of strength and possible improvements.

Impact on the team

Consider the overall impact and contribution of returners to the company and the team.

Quality of candidates

Assessing whether or not you obtained the calibre of candidates that you were hoping for, and therefore whether your attraction processes are attracting the candidates you require.

The table below depicts a program logic evaluation framework.

PROGRAM LOGIC	EXAMPLE QUESTIONS	INDICATORS	DATA SOURCES
Activities	<ul style="list-style-type: none"> How well were these activities undertaken? What worked? What barriers were experienced? How were these overcome? 		
Short-term outcomes	<ul style="list-style-type: none"> Were the intended short-term outcomes achieved? If not, why not? 		
Medium term-outcomes	<ul style="list-style-type: none"> Were the intended medium-term outcomes reached? If not, why not? 		
Long-term outcomes	<ul style="list-style-type: none"> What evidence is available that the long-term outcomes will or can be reached? What has been learned about achieving these outcomes? What could be improved? 		

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