

Employing young people

A step-by-step guide for SMEs



ONLINE
PRACTICAL
TOOL

JULY 2015

This practical tool will provide:

- an outline of ways employers are bringing young people into their businesses
- guidance on how you can best attract, select and employ young employees to secure your business's future talent pipeline
- practical advice on managing and integrating young people into your workforce and business
- 'complete and keep' templates and step-by-step guides to get you started.

Who is this tool for?

- owners of small to medium-sized businesses interested in working with young people
- HR professionals in small and medium-sized businesses looking to hire young people for the first time or to refine their existing approach to secure their longer-term talent pipeline
- line managers in SMEs involved in hiring decisions and with responsibility for managing young people in their team
- consultants whose remit includes advice and support for owners or top managers in SMEs
- others with responsibility for people management within an SME, including hiring and developing the skills and talent needed now and in the future.

This tool was developed with SMEs in England but the general principles have wider relevance.

This practical tool was produced in association with:



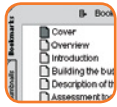
Apprenticemakers

Sharing experiences to build better businesses

Supported by
**National
Apprenticeship
Service**



Help using this tool



Navigation

To navigate through chapter headings in the tool, use the bookmarks in Adobe Acrobat Reader.



To navigate through individual pages, use the icons on the bottom right of each page.



To return to the Tool Map, use the home icon

Links

the web

Red links will link you to the CIPD website or an external website.

this tool

Blue links will link you to other areas within the tool.

If you experience any difficulty with the links provided in this tool, you may need to update your version of Adobe Acrobat Reader. You can download a free update from: <http://www.adobe.com/products/acrobat/readstep2.html>

The Adobe Acrobat Reader preferences must be set up as follows:
Edit / Preferences / Internet then you must make sure **'Display PDF in browser'** is checked.

If viewing in **Acrobat Pro** ensure **Highlight Fields** is **OFF** to access all features of this practical tool



i-boxes/more info

i-boxes/more info will open up extra useful information in a panel when you click on them. Click anywhere on the panel to close it again.



Print

To print a page use the Adobe Acrobat Reader print facility.



Feedback

To give feedback click this link to email the CIPD



Help

To return to this page at any time click this icon



Toolmap

- Introduction
- 1 Why should your business invest in young people? The business case
- 2 What are the different routes into your business that you can offer young people?
 - Earning while learning
 - *Apprenticeships*
 - *Internships*
 - *School-leaver programmes*
 - *Graduate scheme*
 - Work experience opportunities
 - *Work experience*
 - *Traineeships*
 - Paid employment
 - *Entry-level roles*
- 3 How home-grown talent will fill your future skills gaps
- 4 Recruiting the right young people for your business
 - What makes your business great? Shout about your successes!
 - Advertise widely and across a number of channels
 - Host opportunities to talent-spot!
 - *The advert*
 - *The interview – get the best from a young candidate*
 - *Print out and keep sheet: interviewing young people*
- 5 Managing and developing young people
 - Step 1 – Introduce a young person to the world of work: learning the ropes
 - Step 2 – Provide structure and good communication
 - Step 3 – Developing and supporting a young person
 - Step 4 – Longer-term development of a young person
- 6 The practicalities – what do you need to have in place?
 - Health and safety
 - Employment contracts
 - Prepare the team
 - Make sure line managers are comfortable with their new young team member
 - Send a welcome pack to your new employee
 - Plan the young person's first week
- 7 Still unsure about whether your business could benefit from bringing in young people?
- Action plan
- Further resources
- Acknowledgements



Introduction

Engaging with young people aged 16–24 can bring all sorts of benefits to your business, including growing your own workforce, employer brand, increased competitiveness and meeting skills gaps. However, for small to medium-sized businesses, it can be difficult to know where to start or how to expand the number of young people you employ. This practical tool will help you explore how and where a young employee could help you address your current and future business challenges as well as provide practical step-by-step advice on finding, employing and managing young people.

Throughout this practical tool we include short case studies of creative SME practice and signpost you to other resources where you can find in-depth information on a specific issue. We hope that this tool will spark ideas for new approaches that will work in your business.

This practical tool was produced as part of the CIPD's [*Learning to Work*](#) programme in association with Apprenticemakers.

The Learning to Work programme is led by the CIPD to promote the role of employers in reducing youth unemployment. The CIPD's purpose is to champion better work and working lives, which starts with young people being able to access the labour market. The overall aim of the programme is to promote the business case for investing in the future workforce. We encourage HR professionals to offer a wide range of access routes into their organisations and ensure their recruitment and management practices are youth-friendly.

The CIPD also runs [*Steps Ahead Mentoring*](#) – a free, face-to-face programme which connects HR professionals with the unique expertise of recruitment processes and employability to help young jobseekers (18–24) with their first step on the jobs ladder. If you are a CIPD member interested in signing up as a mentor or wish to know more, you can register easily via our secure online platform.

1 Why should your business invest in young people?

The business case

As a small to medium-sized business, remaining competitive, working innovatively and staying one step ahead of the game is vital to success. What's more, your people are your business, so recruiting and retaining the right talent is imperative. And not just talent you need today, but thinking ahead so you have the skills in place to support your business growth.

However, finding employees with the right skills, attitudes and expertise can be an ongoing challenge; and with often limited material and financial resource and with your business success depending on getting the right people, you often need to think creatively about how you do this.

Bringing in young people could provide the solution, and they have a lot to offer organisations looking to grow and develop with them!

There are six key reasons why engaging with young people makes good business sense. Engaging with young people can:

- 1** help you to build your talent pipeline
- 2** offer unique skills, attitudes and motivations
- 3** improve workforce diversity and provide different perspectives, skills, insight and values
- 4** boost your reputation as an employer of choice
- 5** provide a way of growing your own workforce that is more cost-effective than trying to buy in skills and talent at a later stage
- 6** give existing employees a chance to grow by mentoring/training young people.

Want to know more?

To find out more about our six key reasons why engaging with young people makes good business sense, read our guide, [*Investing in young people: Why your business can't afford to miss out*](#)

Exercise

Why do you think your business should invest in young people? Do you identify with any of these business benefits? Can you think of any additional benefits employing young people brings?

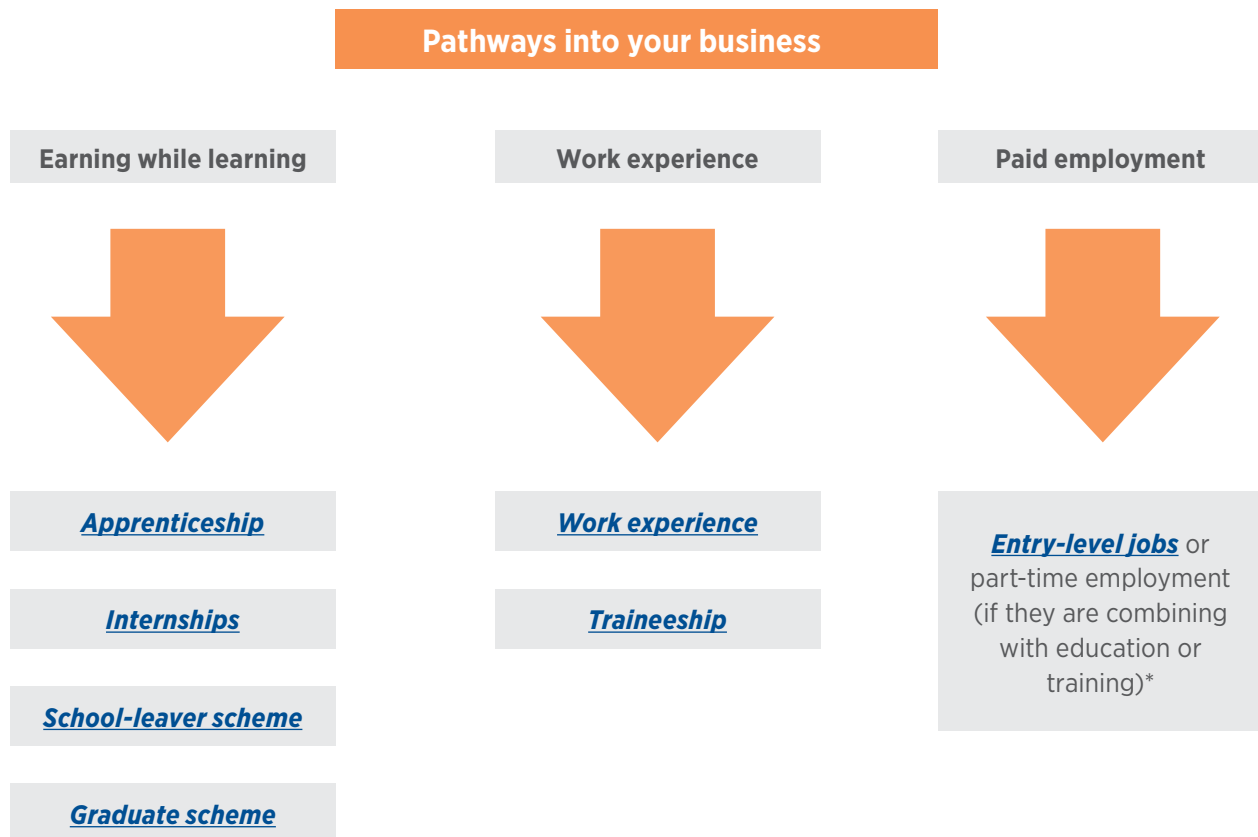
Write your thoughts in the box below; you will be able to review this at a later date.

2 What are the different routes into your business that you can offer young people?

So, you've decided your business could benefit from the insight and skills of a young person. This section will introduce you to the different ways a young person can join or experience your business, and help you to decide which is best for you, your workplace and your employees.

We've broken down these pathways into three key groups:

- 1 Earning while learning** – These are opportunities which allow an individual to learn a skill or trade or other training skill from an employer that pays as they learn, for example, an apprentice.
- 2 Work experience** – With some of these arrangements it's okay not to pay the person doing the work. With other arrangements the person is actually an employee and should be paid. Check [Gov.uk](https://www.gov.uk) for more information.
- 3 Paid employment** – These are jobs which, as an employer, you are obliged to pay an individual to do.



*See [Government information](#)

Raising the Participation Age: The Government has increased the age to which all young people in England are required to continue in education or training. This means that all young people must stay in education or training until the end of the academic year in which they turn 17, and until at least their eighteenth birthday from 2015.

Raising the Participation Age (RPA) to 18 does not mean raising the school-leaving age. Young people do not only have the option to stay in school, but they will be able to choose one of the following options:

- full-time education (at a school or college)
- an apprenticeship or traineeship
- part-time education or training combined with one of the following:
 - employment or self-employment for 20 hours or more a week
 - volunteering for 20 hours or more a week.

As an employer, it's useful to be aware of how these changes could affect your business and what opportunities may arise as a result.

1 Earning while learning

Apprenticeships

An apprenticeship is a combination of employment and training, offering young people a unique way of earning while they learn in a real job, gaining a recognised qualification and building a real future. As an SME, you can train a young person in the context of your organisation, so your apprentice develops their skills while contributing to your business's productivity. Hiring apprentices also helps businesses to grow their own talent by developing a motivated, skilled and qualified workforce.

'We view our relationship with our apprentice as two-way: we teach her skills, such as techniques for hand-embellishment of costumes, and she teaches us about our own teaching style. I've learned a lot – it's not just about the apprentice absorbing information!'

Sophie Holloway, Co-founder, Holloway Smith Noir

A recent survey conducted by the CIPD found that over half (56%) of small businesses and 61% of medium-sized organisations increased their apprenticeship opportunities in 2013.

If you would like more information about offering apprenticeships, you can read our helpful guide, [Apprenticeships that work](#)

Apprenticemakers brings together existing and budding apprentice employers to help them make the very best of the opportunity for their business. For more information on apprenticeships, visit [Apprenticemakers](#) – the national network bringing together businesses involved in apprenticeships.

Visit Apprenticemakers to read case studies and join webinars from small businesses about their apprenticeship experiences. For more read Apprenticemakers [The Small Business Guide to Apprenticeships](#), which contains practical advice, case studies and everything you need to know about the apprentice journey.

An apprentice's story

Founded in 2000 with a staff of five, Mercato now employs over 70 staff tasked with changing business processes and developing knowledge platforms and editions for a growing list of the world's biggest blue-chips. They also employ apprentices. Hear what apprentices Daniel and Loren have to say about their journey into work...

'I found my apprenticeship on the [National Apprenticeship Service](#) website. I signed up because I was fed up of being on a course which did not match my skills and I wanted something a bit more challenging. When I was on the site I came across Mercato Solutions; however, my initial thought was that it might be out of my reach. Despite this, I applied for the apprenticeship and a few days later I went to the assessment day. I went there thinking that I didn't really have much of a chance, but I was wrong. The whole purpose of the apprenticeship was to develop my skills and talents to make them better – I even told them about my concerns about my grades, but they said it was my potential that mattered. A little time later I got a phone call telling me I had an interview – I was so surprised. I went to the interview and everyone was very friendly. I remember Garry Moorhead, Mercato Solutions' Testing Manager, giving us a tour of the building, which helped me to relax. After an initial interview, we were all asked about our interests, and that's when I told them I like computers and networking, and Russell – who is now my manager – said I should go on his team. I have now been a part of Mercato Solutions for almost 18 months. Mercato Solutions has proved to me that there are organisations out there who value potential and capacity to take on new skills, and that it's not all about degrees and grades. They want to see what you can do and how far you're willing to improve, and I'm really glad they did.'

Daniel McQuaid

'I was interested in working in IT, so becoming an apprentice at Mercato Solutions was fantastic. It also gave me the opportunity to study and work at the same time. My apprenticeship has also helped me develop my work-related skills, attention to detail and spelling and grammar – which in turn has boosted my confidence. I was overwhelmed when the position was given to me; it felt amazing!'

Loren Garbett

Internships

An internship is a method of on-the-job training usually used for office jobs and professional careers – although it's worth noting that many apprenticeship programmes offer an alternative route into professional careers now. Interns are often university students or recent graduates, but internships can be open to people who haven't been to university, such as those who have been to sixth form, tertiary and specialist colleges. Internships are designed for people who are just starting out in their career, are usually full-time, paid, and can last anywhere between six weeks and twelve months. For the young person, an internship can help them to develop relevant professional skills and an understanding of a profession. What's more, interns are often looking for hands-on experience; therefore they can be a great addition to a small business:

IHS run an internship programme which recruits students and graduates with degrees in a relevant field. Internships are paid and last anywhere from three to six months to a year. It's a way to get young people into workplaces. To see them and experience them; to foster a familiarity and to understand the very basics. That is what an internship should achieve, and they're experiences that we want to feed back into the organisation.'

Alan MacKinnon, Director of Talent Acquisition – EMEA, IHS

Did you know...?

The CIPD has simple, step-by-step [guidance for employers](#) looking to introduce internships into their business.

School-leaver programmes

School-leaver programmes are becoming increasingly popular with employers who want to get talented young people through their doors at an early age. Usually, but not exclusively, provided by larger businesses, school-leaver programmes are usually offered to young people as a way to begin building their career in a particular field or area.

Like an apprenticeship, school-leaver schemes offer young people a way of earning and learning on a full-time training programme. However, they also offer a young person a pathway into employment, a professional qualification, valuable experience, coaching and mentoring, and access to networks and further opportunities.

‘We’re recruiting young people with great service skills, an inquisitive nature and the right values. Character is very important now; people need to be committed with a high level of integrity. It takes a young person from school to a Chartered Institute of Bankers qualification in just four years, giving them a head start in their careers.’

Marcus Lee, Head of Resourcing, Santander

Want to know more?

Learn more about school-leaver schemes by reading our [Learning to Work](#) guide

Graduate schemes

Graduate schemes are typically offered by larger employers; however, SMEs have been known to provide them. As the name suggests, a graduate scheme offers recent university graduates a structured programme that combines working and training. Graduate schemes attract raw talent that can be developed into skilled and knowledgeable employees who make a long-term contribution to a business. Most graduate schemes typically last a year, but some extend to 18 months or even two years. Young people on graduate schemes quickly learn the ropes of a working environment, receive relevant skills development and possible professional accreditation and work on a number of assignments in different areas of the organisation.

Businesses, big and small, can all help get more young people in the workplace. The digital economy has been a key driver in the economic recovery, but without the relevant skills, we won't be able to fulfil our potential. As digital natives, young people are perfectly placed to fill this gap.'

Ann Pickering, HR Director, Telefonica

To find out more

Take a look at the CIPD's report, [*Employers: Learning to work with young people.*](#)

2 Work experience opportunities

Work experience

Work experience gives young people a limited time with an employer to learn directly about work and the working environment by watching and learning. Work experience is often aimed at students of compulsory school age. Providing work experience can be a great way for small to medium-sized employers to engage with young people without making a long-term commitment, and managing a work experience student can provide opportunities for your workforce to develop their skills:

'We offer work experience to school children, lasting approximately one to two weeks, and work experience placements to those looking for one day a week to enhance their CV. We look for attitude, and when young people write to us about their volunteering experience as a football coach for a year, or the engineering bits and bobs they've done, it demonstrates commitment, motivation and direction. So we want to offer them more opportunities.'

David Bowling, Managing Director, Harrod UK Ltd

Traineeships

Traineeships, introduced in August 2013, are designed to help young people (between the ages of 16 and 24, unemployed or working less than 16 hours a week) who are focused on getting an apprenticeship or sustainable job but who do not yet have the skills or experience to compete successfully for vacancies. They can last up to six months and consist of work preparation training, English and maths. Businesses are designing traineeships in their organisations in partnership with a training provider, providing a work experience placement for the trainee:

'Traineeships have helped strengthen the assessment process as candidates are then able to draw on "real" experiences and "real" customer/client situations having completed hands-on work placements with the bank.'

**Shaun Meekins, Head of Operations
(Early Careers) Barclays**

Did you know...?

The CIPD has simple, step-by-step **guidance** for employers who want to offer work experience.

Gov.uk has further information on **traineeship** programmes

3 Paid employment

Entry-level roles

Entry-level roles are a popular route for young people who have left school, college or university and are looking for their first role with a business. Often involving basic or administrative tasks, entry-level positions offer a good way to bring in young talent and progress it through your business.

'If you introduce and manage a young person successfully, they can become part of the fabric of your organisation. It's not just something your organisation "does".'

Chris Wright, Education Producer, Royal Exchange Theatre

Need help finding out how to attract young people?

LifeSkills created with Barclays is an award-winning programme, designed to give young people the skills and experience they need to enter the world of work. It combines the delivery of teaching materials for schools, with guidance for businesses who want to attract young people into their industries and build community links. Businesses can access free information, advice and support, to offer work experience, traineeships and apprenticeships to young people, depending on which option best meets their business's needs.

Visit [Barclays LifeSkills](#) or call **0808 1780896*** to obtain free information, advice and guidance from Capita (supporting LifeSkills created with Barclays).

* Calls are free from most landlines. Mobile costs may vary.

Exercise

Now you've read about the many ways young people can form part of your business, write your thoughts about which pathway might be right for you, and why.

Write your thoughts in the box below; you will be able to review this at a later date.

3 How home-grown talent will fill your future skills gaps

Growing your own talent can help address skills shortages. It can be difficult to recruit for certain skills, find someone who fits the culture and values of your organisation and understands how your business operates. Businesses of all sizes need to think about how to access the best talent available. This means thinking strategically about how to go about sourcing and growing your workforce. Considering how to meet future demand and remain competitive is integral to the longevity and success of an organisation; therefore building strong talent pipelines and investing in the people and skills your business needs for the future is important. If businesses in the UK are to compete in the global economy, they need a highly motivated, engaged workforce, with young people at its core.

Home-grown talent brings with it a variety of advantages compared with simply buying in skills:

- 1 It's more **cost-effective** and represents a sound investment in your business.
- 2 It forms part of a **longer-term talent planning strategy** devoted to developing the unique expertise your business calls for.
- 3 It can help foster **new ways of working and expertise**, addressing possible future skills gaps.

CASE STUDY

IMarEST (Institute of Marine Engineering, Science and Technology)

IMarEST is looking at ways to develop its talent pipeline, including adopting practices used within the marine industry for which it is the professional body. Ben Saunders, Head of HR and Learned Society, explains: *'In the merchant navy, what they do is they work up from a cadetship right the way up to chief engineer on board a ship. If you look at the big cruise ships, the chief engineers have started off as cadets at either 16 or 18 years of age working their way up the promotional route, and eventually sometime around 40 years of age they become the chief engineer on board a cruise ship – a big achievement. That is a standard route within the merchant navy and our membership. More recently, we have seen other companies within the marine sector introducing apprenticeships and they speak highly about the benefits of an apprenticeship scheme. Consequently, we have decided that we're going to bring in some office apprentices.'*

They have also just recruited their first graduate trainee. *'We've brought in a graduate training scheme with a view to capitalising on the benefits a graduate can bring to the workforce. The graduate trainee will sample the four major parts of the business. We're saying, "Six months you'll be in the marketing function. Six months later you'll be in the business development team. Following that you'll be in operations, and the last six months you'll be in the technical team." For the Institute, the key driver of introducing the scheme was to gain a different perspective for the Institute's executive. Many of the organisations we work with have either graduate and/or apprentice training schemes. They speak highly about the enthusiasm, skills and different perspectives these people can bring to the workforce. For an organisation like ours, which is keen to represent people of all ages within the marine sector, it did not take us a long time to decide that we needed these skillsets within our workforce.'*



Are you facing the following hiring and skills challenges?

Click  or  to the following questions...

Yes No

Workforce planning

I have an ageing workforce.

I am concerned about losing skilled technicians in the next few years.

There are certain skills we find difficult to hire.

I am concerned about where future hires with the right skills will come from.

Our current workforce doesn't reflect our customer base.

Competition

I want a better understanding of future customers.

I want to work innovatively or create innovative products and services.

I want to be market-leading.

I want to be aware of newly emerging business sectors.

Technology and digital

I am looking to be more 'tech-savvy' as a business.

I would like to do more with social media and new online technologies.

I am concerned about a lack of digital literacy in my business.

I would like to expand my online presence.

I would like to use new media and technology to engage better with new customers, undertake marketing activities or sell products and services.

Employee engagement

A motivated and engaged workforce is important to my business.

I am looking for workers who embody the culture and values of the business.

I want to grow a committed and loyal workforce.

Brand/reputation

I want to engage more with my local community.

My reputation locally is important to my business.

I want to 'give something back'.

Exercise

Still unsure about taking on young talent? If you answered mostly 'yes', you may find that hiring a young person could be exactly what your business needs to meet the challenges you face! Write your thoughts in the box below.

This can be a useful exercise to help show you where recruiting young talent could help your business. For example, if you've recognised that you're likely to lose skilled technicians in the next few years, introducing apprenticeships can provide an effective way of doing this.

4 Recruiting the right young people for your business

When it comes to recruiting a young person who may be new to the recruitment process, applying for their first job, or lack significant previous experience, you may need to adapt certain aspects of your recruitment approach to be more youth-friendly. Follow our tips to help you attract, recruit and employ the talented young people your business needs.

What makes your business great? Shout about your successes!

For SMEs, it can be difficult to compete with the big-name organisations to find the best talent. Try shouting about the great things you can offer a young person looking for an opportunity. What is it that makes your organisation a great place to work? Research has shown that Generation Y, or 'Millennials' (someone who's birth year falls between the early 1980s to the early 2000s), want a clear idea about what an organisation is all about and where they fit into the bigger picture.

Some organisations have a social media presence; some have a section about their values on their website, or a podcast or video from employees about what it's like to work there; some form links with local colleges and universities; some establish a presence in the local community; others enter awards to get formal recognition for being a great place to work; or there may be a significant opportunity to grow with your business. See what you could shout about.

What top three things about your business make it a great organisation to work for? Why would this attract a young person?

1

2

3

Advertise widely and across a number of channels

As an SME, it can be tempting to just recruit by asking friends, family or employees to refer someone. However, in doing this, you may risk missing out on potential young applicants. In addition to using word of mouth and refer-a-friend schemes, try using:

- **Jobcentre Plus** – advertising with Jobcentre Plus can save you time and money, and it's a good way to ensure a diverse range of candidates see your vacancies
- **National Apprenticeship Service website** – useful to advertise apprenticeship vacancies and find apprentices for your business
- **web-based job boards** – posting advertisements online can help get your business noticed
- **recruitment agencies** – this tried and tested method remains popular with many businesses when it comes to sourcing talent
- **national and local press, magazines and posters** – can be effective, particularly if recruiting locally
- **social media** – for most young people looking for work today, the Internet is the place to begin their search.

Host opportunities to talent-spot!

UKFast, one of the UK's leading hosting and co-location providers, put on 'master classes' for young people at school, college and university. Not only are these a great opportunity to help upskill young people and prepare them for work, but they can provide a unique way of spotting talent of the future – as Director of Training and Education, Aaron Saxton, explains:

We run master classes on topics such as careers or programming. It's such a great recruitment tool as we find young people who we think might be suitable for work experience with us. In fact, some of the young people we take on for work experience go on to do their apprenticeship with us, which means we really keep the talent and expertise in the business!

Aaron Saxton, Director of Training and Education, UKFast



The advert

A job advert should be clear, concise and contain all the information a prospective employee might need. Remember, a young person may not be as familiar with the process as a more experienced worker may be; to help, we've made a checklist to help you write a youth-friendly application process.

Click  to the following checklist...

Done

Use plain English and avoid jargon.

Write concisely, use bullet points where possible and explain the opportunity simply and clearly.

Be open-minded about the candidate you're looking for – do they need to have a degree, or could they do the tasks without one?

Provide a link to your company website in the job advert.

If you're using a learning provider in the case of apprenticeships, make sure you're responsible for writing the job advert. It will save time and help you secure candidates who are a better fit.

Design a role that's attractive to a young person. Make it engaging and be clear about opportunities to develop and progress.

Ensure the application method is appropriate for the role candidates are applying for. Sometimes CVs and covering letters can be as effective as any other solution.

Remember to clearly state what will happen to their application once it has been submitted, and if possible indicate the length of time it could take to hear whether they have been successful.

Be careful not to discriminate. Asking for a graduate, for example, might offend older, more experienced workers who feel they could also do the job advertised. Be open to all.

Ask for a reasonable amount of information. That's what an interview is for!

Seek feedback from others before making an advert public. In particular, a young person.



The interview – get the best from a young candidate

For a young person, the interview process should be a confidence-boosting experience. Equally, for the employer, increasing the confidence of a young person means they will perform better during interview. It's likely that a young person will have a number of questions which they may not have the confidence to ask. **Click on the individuals** to find out what a young person might want to know.





Print out and keep sheet: Interviewing young people

Young people can struggle to show an employer why they are suitable for a role – particularly if they lack work experience from which to draw examples or haven't interviewed before. Each interview is different, and depending on the role you're recruiting into you will need to ask a number of different things. However, there are questions you can ask to help draw out the information you need to make your decision.

To get you started:

How are you today? Was the journey here okay? How did you get here?

We're glad you're interested in the role – what is it you like about it?

I'm keen to hear more about you. What are your hobbies and interests? What do you like to do in your spare time?

What subjects do you study? Why did you decide to do these?

To keep things going and help assess their potential:

Tell me about a time when you've found something difficult – what did you do and how did you overcome it?

Do you play any sports or are you a member of any teams? What skills did you need to use?

Have you done any volunteering? What did you do and do you think you gained skills you could use with us?

Have you had a Saturday job or paper round? Tell me about what you did as part of this.

Have you ever worked on a project or in a team with someone who you didn't get along with? When was it and how did you handle it?

Can you tell me about a time you've won a prize or competition, or achieved something you've been proud of? What was it for?

Tell me about a favourite project, either at school or outside, you've completed, and what you enjoyed about it.

What specific part did you play in the project?

Have you ever organised an event, such as a fundraiser, play or sports match? Tell me about how you did it and what you had to do.

Have you ever led a group of people? What did you enjoy most and what did you enjoy least?

When you begin a school or college project, what do you struggle with the most? What tactics did you use to get over this challenge?

And finally...

- Give as much information to the candidate in advance as possible – what they should wear, who they should ask for in reception and what form the interview will take. This can help to calm nerves.
- Provide a tour of the office and introduce them to colleagues they'd be working with. If you have any young employees already, ask them to help look after young candidates when they are with you.
- Consider providing information on how you will be scoring the interview. This can help a young person understand how they can maximise their time with you.
- Recruit for the future. Sometimes it's about spotting potential to grow and develop as your business does.
- Talk about hobbies, part-time work, projects and interests. If a young person has little work experience to speak of, asking them about a sport they play, event they've helped organise or a group they're a member of can be a great way to assess other skills.
- Ask them if they volunteer. Volunteering can develop a range of skills that young people, and adults, can put to good use in the workplace, including communication, organisation and interpersonal skills.



Recruiting apprentices...

In many cases, recruiting an apprentice will require a different process and could involve more factors than recruiting for other roles in your business. For example, some businesses prefer to use a training organisation who will work closely with you to find the right person for your business. For more information on recruiting apprentices, visit Gov.uk and join [Apprenticemakers](#) – the national network bringing together businesses involved in apprenticeships to ask questions and share best practice.

CASE STUDY**UKFast**

UKFast look for people who fit with its culture and values. Jonathan Bowers, Managing Director, explains: *‘The three things that we’ll ask ourselves during recruitment are: can they do the job, will they do the job and will they fit in? The hardest one out of these three is “will they fit in?” The other two you probably find the majority of the time on the CV that they send through to you. Everything else is just delving a bit deeper to find out a little more about them as a person.’*

He elaborates: *‘Something we’ve always looked for from the start of the recruitment process is the set of skills that you can’t teach. We look for the people who have the “paper round gene” – it could be a paper round, childminding, washing cars, or doing ironing; whatever people chose to do at age 13 in order to take some responsibility, earn a bit of money and stand on their own two feet.*

‘We also have an interview score sheet – this scores them on the values that we look for. Alongside the skills that they have, which in a technical environment are essential, we score people based on the probability that they will love working here and want to contribute, and that’s based around our values.

‘Often the firm holds assessment days, bringing in around 20 applicants to run through a day of group activities. There is no clearer demonstration of our core values than when applicants are put into these group situations and tested. Often, it is not the ones who shout the loudest who are offered jobs; usually it is those who are quieter and support others rather than pushing themselves to the fore.

‘One of our key tools UKFast uses to share its culture is video. The firm’s in-house film team is always on hand to capture the events of the office – be that a ping-pong championship, karaoke contest, the launch of some new examinations or an awards presentation.

‘YouTube is a way of easily accessing a wide audience of potential and existing team members with engaging content. It’s hard to describe our culture in words, but when you can see the fun we have and the commitment our team shows for yourself, it’s easier to understand.’

The firm’s YouTube channel has more than a quarter of a million views. The channel shares video content from every event held in the company’s 200-seater auditorium, including Mobile Monday with Google and Key103’s charity events.

Want to know more?

For more information and practical advice on how to attract, select and recruit young people, check out our *Recruiting Young People: Top tips for employers* [guide](#)



Exercise

Reflecting on the advice provided in this section, write your thoughts about the changes you could make to your recruitment practices and processes which could help make your business more youth-friendly.

How am I
currently recruiting?

What changes
can I make?

What resources would
I need to change?



5 Managing and developing young people

You've made an offer of employment to a young person and they've accepted; but for a young person, the experience of entering the workplace and adjusting to working life, perhaps for the first time, while also learning and performing tasks they may never have done before, can be a daunting prospect.

Follow our step-by-step guide to help a less experienced worker adapt to the workplace, so that they will be positively challenged as they start their new role and help contribute to the success of your business.

Step 1 – Introduce a young person to the world of work: learning the ropes

This period is crucial in helping a young person develop the confidence, skills and experience they need to become a successful part of your business. Here are **four key steps** you can take during a young person's first few weeks with you:

1.1 Provide a good induction

1.2 Explain to colleagues what the young person will be doing

1.3 Make sure the new starter is comfortable with the basics of their job

1.4 Establish and communicate objectives early and provide constructive feedback for motivation and developmental purposes



Exercise

Think about the core 'work skills' that a young person with little or no experience of work will need to learn when they first start, for example how team meetings work, the different departments in a business and what they do and behaving professionally.

Skills for the workplace – For example communication, teamwork ... can you think of more?

What tasks/activities can develop these? – For example taking part in team meetings, using the telephone ... can you think of more?

Step 2 – Provide structure and good communication

As an employer or line manager, providing the right support to a young person as they acclimatise to the workplace and their new tasks, and guiding them through the challenges and issues they can face, is vitally important. Here's what you can do to help.

2.1 Help them to manage their time and approach projects

2.2 Set expectations around conduct and behaviour

2.3 Maintain a good standard of communication

2.4 Provide pastoral care

2.5 Provide regular opportunities to discuss everyday issues

2.6 Build a trusting relationship

Step 3 – Developing and supporting a young person

Providing personalised and accessible support to a young employee is key to their development and progress in your business. There are lots of things you can do as an employer or manager to provide this:

3.1 *Start gradually and recognise talent and progress*

3.2 *Revisit and review objectives on a regular basis*

3.3 *Tailor support to suit the size and set-up of your business*

3.4 *Help a young person to link activities completed to skills obtained*

3.5 *Give a young person a mentor*

3.6 *Think about providing a buddy*

3.7 *Encourage young employees to identify and develop their own skills*

3.8 *Provide regular feedback*

Want more?

Visit the CIPD's Learning to Work campaign to read our [guide](#) on managing future talent.

Step 4 – Longer-term development of a young person

Developing a young person and continuing to do so as they grow with your business is key to long-term success. Here are a few ways to help achieve this:

- 4.1 *Could the mentee become the mentor?***
- 4.2 *Establish their career path in the business***
- 4.3 *Consider 'lending them' to other departments***

Exercise

This section has explored how to manage and develop a young person in your business. There are a number of opportunities and challenges. Start to consider how you and your business could implement some of these steps.

6 The practicalities – what do you need to have in place?

This section will guide you through how to prepare your workplace for a young person's arrival.

1 Health and safety

Like any new starter, you will need to provide a health and safety briefing at the beginning of your young employee's first day, during which you will tell them about what to do if they have an accident, who the first aider is, what to do if there is a fire and if they need to use any protective clothing or equipment. It's worth remembering that this may be your new recruit's first time in a professional environment, so it's best to start with the basics and take the time to explain in depth.

For more information, visit the Health and safety Executive's [website](#).

2 Employment contracts

Depending on the role, programme or placement a young person has been brought in to complete, they will need to be made aware of their employment status, terms and conditions and receive appropriate documentation confirming this.

3 Prepare the team

The more information you can give staff prior to the young person's arrival, the greater the chance that the transition will be a smooth one and colleagues are prepared. Help your team get involved and enable them to pass on their skills and experience; let your team know what the young person is there to do; tell them what they can expect from the new recruit. Providing regular updates, chances to ask questions and relating why you have decided to bring in a younger worker in a particular way are all effective ways of achieving this.

Want to know more?

The Health and Safety Executive has produced [guidance](#) designed to help employers understand their responsibilities to young workers. There may also be particular training required for your industry or sector

4 Make sure line managers are comfortable with their new young team member

It's important to make sure that the line manager responsible for the young starter receives appropriate guidance, support and necessary training, as well as the information on and involvement in the recruitment and induction of the new employee.

5 Send a welcome pack to your new employee

Starting a new job can be nerve-racking, but for a young person even more so. Help put them at ease by sending some introductory information about the exciting opportunity they have ahead, or simply a bit of friendly information about their first day.

6 Plan the young person's first week

It can help to devise a work plan or schedule for the young person's first week in their new role, to not only introduce them to the business but to help them find their feet. It can also be a useful document to share with the new starter, to help calm their nerves and provide a means to prepare prior to their first day.

Want more?

Visit [Gov.uk](https://www.gov.uk) for the latest information on young people at work and your responsibilities as an employer.

7 Still unsure about whether your business could benefit from bringing in young people?

If you're a business that isn't used to employing young people, the prospect of doing so can be daunting; however, in reality it needn't be. Engaging with young people makes sound business sense, providing a way to plan for the future and fill emerging gaps in skills and expertise. Working alongside young people also helps to upskill existing employees, improve the diversity of your business and can be an incredibly rewarding experience.

But don't take our word for it. Jayne at Saxmundham Health and Oliver at Connect Scaffolding want to share their stories with you:

Jayne Coulson is practice manager at Saxmundham Health in Suffolk. She has been practice manager for around eight years but has been at the practice for over 20 years, overseeing their 9,000 patients and 45 staff, most of whom work part-time. However, in the last few years, Jayne has also been responsible for five apprentices, all of whom are under 20 years of age.

'Our first apprentice was a few years ago now; however, we decided to take on more when the Government began to "push" them. So we examined the organisation's staffing structure and identified a number of roles that might be suitable for apprentices, including admin, dispensary, and healthcare assistant – all first jobs.'

'Initially there were reservations expressed by some staff – mainly about the extra time and effort that would be involved in managing young apprentices, and about clinical risks if things were not done in the right way. However, those views have been changed by experience – indeed, the apprentices have changed the dynamics within all the teams in the practice for the better, and although managing apprentices does indeed take more time and effort than other new staff, the rewards have been more than worth it.'

'Another major success has been the increased openness to innovation within all the teams as a result of the apprentices questioning how things are done and why. As a result of the apprentice often questioning why things are done in a certain way, colleagues are confident to make changes and it keeps everyone on their toes! In fact, our first apprentice in the dispensary has now progressed to become the team leader of that department. There were obviously things that took a while to get used to. Some apprentices were worried about getting on with other employees in the practice, as many of the staff are slightly older and have families; but any fears were quickly allayed when they understood how friendly, approachable and supportive we are as a business.'

'We've also discovered a good way of ensuring our apprentices are happy and comfortable when with us and supported on their journey. Each apprentice is allocated a mentor in their specific department to help with their training. The mentor also functions informally as a source of information and guidance. On one occasion, two apprentices started at the same time. Although in different departments of the practice, I conducted their inductions together to make it easier for them to "bond" and encourage them to support each other in their early days of learning about the workplace, which worked well.'

'My advice to anyone thinking of investing in an apprentice – it does take extra time and effort, but it's worth it. Make sure you find the time to work with whatever skills the young person has, and channel all your energies into developing and nurturing them, making sure they're supported each step of the way. It's also so rewarding when the apprentices fly the nest and move on to bigger and better things. Our first reception/admin apprentice recently secured a job on our reception team and has just left us to work as an HCA before starting her training as a nurse at the local hospital. It's a great feeling to know that we had a hand in moulding and supporting her to achieve her full potential.'



Oliver Cave is the director of Connect Scaffolding in Hertfordshire, having started up the company as a sole trader 22 years ago. Oliver currently employs a total of 98 people – 26 of whom are aged 24 and under.

'It takes three to five years to fully train a scaffolder, so training young people is an essential part of long-term planning to grow the business. More generally, scaffolding tends to be "a young man's game" anyway. Two years ago the business started running an apprenticeship scheme and took on 27 apprentices over one year.'

'It is commonly quite a shock to the system how different the world of work is compared with what they have encountered before. Scaffolding involves very strict health and safety controls, so it can come as a surprise that they can't "mess about". For example, workers are not allowed to use their mobile phone other than when they are on break, due to health and safety reasons. Young workers often find this difficult as they're used to having their phone in their hand all the time. Timekeeping and getting up in the morning can also take some getting used to. Scaffolding is very physically demanding work. Young workers who work all day and then also have a social life in the evenings need to be disciplined to get in to work on time every day. This can come as a surprise to many young people who might not have expected to have to follow so many rules so strictly and from day one.'

'In terms of exposure to the business, we try and give them very varied roles during their induction in the yard and rotation around different tasks and sections – so they don't get bored doing the same thing and develop a better understanding of the business. It also allows them to mix with more colleagues. Similarly, we make sure that they get to travel around different sites as much as possible as most of them tend to like that. The business works in restoration, construction and events, so they like variation between these, to keep things interesting. We did some work for the London Olympics, which they found really exciting.'

'We also arrange social activities which have proved very successful in mixing the young workers in with the older ones – a go-karting day and a charity parachute jump. These have been very positive in providing the young workers with an opportunity to "reverse the roles" for a day – instead of being the ones who are being told what to do, they have a chance to come out on top, and to be recognised as such by the older workers and managers. These events always succeed in developing the relationships between the younger and older employees. I remember two young guys who had only just started working in the yard were on the podium at the end of the go-karting day – it made them feel good, feel part of something.'

'My advice would be to always try to get young people involved in what the business as a whole is about – don't limit them to just the basic tasks they've been given or they won't grow. Always explain to young people why they're being asked to do something, and why in a particular way – so they can develop understanding and keep interested in what they are doing. And lastly, try to find the thing that interests the young worker and give them as much opportunity as possible to do it.'



Action plan

Why do you think your business should invest in young people? Do you identify with any of these business benefits? Can you think of any additional benefits employing young people brings?



Now you've read about the many ways young people can form part of your business, write your thoughts about which pathway might be right for you, and why.



Still unsure about taking on young talent? If you answered mostly 'yes', you may find that hiring a young person could be exactly what your business needs to meet the challenges you face! Write your thoughts in the box below.

What top three things about your business make it a great organisation to work for? Why would this attract a young person?

1

2

3

Reflecting on the advice provided in this section, write your thoughts about the changes you could make to your recruitment practices and processes which could help make your business more youth-friendly.

How am I currently recruiting?

What changes can I make?

What resources would I need to change?



Exercise

Think about the core 'work skills' that a young person with little or no experience of work will need to learn when they first start, for example how team meetings work, the different departments in a business and what they do and behaving professionally.

Skills for the workplace – For example communication, teamwork ... can you think of more?

What tasks/activities can develop these? – For example taking part in team meetings, using the telephone ... can you think of more?

This section has explored how to manage and develop a young person in your business. There are a number of opportunities and challenges. Start to consider how you and your business could implement some of these steps.



Further resources

We hope this practical tool will help your business to take its first steps towards engaging with young people and increasing the pathways into your business available to young people in your local community, as well as providing useful advice and information on successfully recruiting, managing and developing younger workers. This tool was produced by the CIPD's Learning to Work programme.

Learning to Work

The Learning to Work programme is led by the CIPD to promote the role of employers in reducing youth unemployment. The CIPD's purpose is to champion better work and working lives, which starts with young people being able to access the labour market. The overall aim of the programme is to promote the business case for investing in the future workforce. We encourage HR professionals to offer a wide range of access routes into their organisations and ensure their recruitment and management practices are youth-friendly.

The CIPD also runs *Steps Ahead Mentoring* – a free, face-to-face programme which connects HR professionals with the unique expertise of recruitment processes and employability to help young jobseekers (18–24) with their first step on the jobs ladder. If you are a CIPD member interested in signing up as a mentor or wish to know more, you can register easily via our secure online platform.

Apprenticemakers

Apprenticemakers brings together existing and budding apprentice employers to help them make the very best of the opportunity for their business. For more information on apprenticeships, visit [Apprenticemakers](#) – the national network bringing together businesses involved in apprenticeships.

Acknowledgements

We would like to thank all the employers who have kindly shared with us their practices, experiences and stories:

David Bowling, Carl Green, Kevin Wilson and Hazel Stimpson (Harrod UK Ltd), Sophie Holloway (Holloway Smith Noir), Alan MacKinnon (IHS), Marcus Lee and Peter Atherton (Santander), Shaun Meekins (Barclays), Chris Wright (Royal Exchange Theatre), Ben Saunders (IMarEST), Jonathan Bowers (UKFast), Robert Allan (Apex Hotels), Oliver Herrmann (Wolverhampton Homes), Oliver Cave (Connect Scaffolding), Samantha Ridgewell (Liberty Specialty Markets), Nigel Wright (Syngenta), David Barlow (Barlows Electricals), Jayne Coulson (Saxmundham Health), Rachael Turner (MadLab), James Lawrence (Visa), Isabel Jeynes (Proband), and Daniel McQuaid and Loren Garbett (Mercado Solutions).

Our special thanks to Hazel Stimpson (Harrod UK Ltd), Ben Saunders (IMarEST), Aaron Saxton (UKFast), Jayne Coulson (Saxmundham Health), Oliver Cave (Connect Scaffolding), David Barlow (Barlows Electricals), and Isabel Jeynes and Sandeep Kaur (Proband) for reviewing, testing and providing case studies for the tool. We would also like to thank Tessa Oversby (Barclays) and Sophie Hardwick (Apprenticemakers) for their insight and expertise throughout the making of this tool.

This practical tool was written in association with Apprenticemakers.





CIPD

Chartered Institute of Personnel and Development
151 The Broadway London SW19 1JQ United Kingdom
T +44 (0)20 8612 6200 **F** +44 (0)20 8612 6201
E cipd@cipd.co.uk **W** cipd.co.uk

Incorporated by Royal Charter
Registered as a charity in England and Wales (1079797) and Scotland (SC045154)

Issued: July 2015 Reference: 6961 © CIPD 2015