

# Withdrawn

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# MAKE YOUNG PEOPLE YOUR BUSINESS

Why you should Grow Your Own talent



# Why a youth policy works: views from the business community

*"Young people can provide real benefits to Scottish businesses, bringing knowledge and enthusiasm. We are working hard to ensure that they are aware of the career opportunities available, even in the smallest businesses."*

**Liz Cameron, Chief Executive, Scottish Chambers of Commerce**

*"Around a quarter of the John Lewis Partnership's workforce is made up of young people. We offer graduate programmes, internships, apprenticeships and work experience – and it's win win, because our young partners bring so many benefits to the business. They help us to adapt quickly to the latest trends and give us insights into new markets. And their IT skills and fresh approach to problem solving are invaluable. I would encourage every company to make young people an integral part of their business plans: it makes business sense."*

**Charlie Mayfield, Chairman, John Lewis Partnership  
and Chairman, UK Commission for Employment and Skills**

*"Motherwell Bridge prides itself on taking a hands-on approach to training and skills for young people. We are already looking to develop our own in-house training school philosophy and have started re-engaging with local young people to demonstrate that engineering is a career with a future."*

**Russell Ward, Chief Executive, Motherwell Bridge**

*"We constantly strive to open up career opportunities for young people and ensure they have the training and support they need to excel within the hospitality industry. We work with The Prince's Trust, reaching out to young people who may be further away from the workplace and actively promote opportunities for young people leaving care or from disadvantaged backgrounds, in order to help them reach their full potential by providing life skills and vocational opportunities."*

**Patricia Rainey, Cluster Director of HR, Marriott Hotels,  
Scotland & North UK**

*"Through support from Talent Scotland, we were able to secure a highly qualified graduate to focus on a key project. The project has provided real benefits to our company and is helping develop new business opportunities. The value of taking on a graduate has been immense and we have now offered him a permanent contract."*

**David Greig, Managing Director, The Edinburgh Tea & Coffee Company**

# Introduction

One of the biggest challenges businesses face is finding the right people to help them grow. Recruiting and developing young people is a great way to build a dynamic and productive workforce. They have the talent and skills to help you succeed.

But only a minority (25%) of businesses in Scotland have recruited straight from school, college or university in the last 2 to 3 years. And the fact is that the vast majority who do take on young people find them well prepared for work.

So why do many businesses shy away from recruiting young people? The biggest complaint is that young people lack experience of the workplace. This means that young people find themselves in a 'Catch 22' situation – can't get a job without experience and can't get experience without a job.

**There is a clear message here: if we want young people who are ready for the workplace, we need to be ready to help build their employability skills.**

Even in tough economic conditions, opening up your business to young people is worth it. If you are still unconvinced, take a look at some of the many benefits there are to recruiting a young person.





## Diageo

*"At Diageo, we are passionate about partnering with all our people to help them grow and realise their full potential. We recognise that our success in the future will depend on the quality of the young people we attract now, and therefore, recruiting some of the best and brightest young people is a key part of our strategy. Through our talented employees we will ensure knowledge and skills are passed on to the next generation enabling us to remain world leaders in the spirits industry."*

**Pamela Scott, HR Director  
(Europe Supply), Diageo**

Diageo is the world's leading premium drinks business with an outstanding collection of strategic brands across total beverage alcohol, including spirits, beer and wine. The size of the business and the global reach means that Diageo operates in a rich, diverse community and the business and its people reflect this.

# What can young people bring to your organisation?

## **Help your business enter new markets**

Young people often bring fresh ideas and approaches which open up new and emerging customer groups and markets. A younger perspective is valuable where markets are rapidly changing or rely on a youthful customer base.

## **Reduce staff costs and de-risk recruitment**

Young staff are cost effective to recruit and to train. Modern Apprentices, for example, pay for themselves very quickly.

Offering young people work placements can serve as an informal trial period both for businesses and for young people. This means that any decision to commit to a permanent position will be an informed one on both sides. Even if you can't offer your young person a job, the experience of work they will have gained means that your community or sector will benefit from an increased pool of work ready recruits.

## **Improve staff retention**

Investing in young people brings you returns in commitment and loyalty. Nurturing and unlocking young people's talent will motivate and engage them even further. People who have bought in to the company values and culture from the start, and who have trained and progressed with a business, are more likely to stay with that business. For you, this helps maintain productivity and reduce future recruitment costs.

# Most businesses find education leavers well prepared for the world of work<sup>1</sup>

School Leavers



Further Education College Leavers



University Leavers



<sup>1</sup>UK Commission's Employer Skills Survey, 2011

# What can young people bring to your organisation?

## **Develop your own talent**

Developing your own talent by working with young people helps with succession planning as it reduces the risks associated with unplanned retirements, staff absences and skills shortages.

It's also an effective and simple way of developing a talent pipeline. Opening your business up to young people will make working for you attractive to other bright young minds and their networks.

## **Skills tailored to your needs**

Skills gaps are a big challenge; but when it comes to Modern Apprenticeships and work experience placements, the mixture of on and off the job learning ensures that young people will learn the skills that work best for your business. This guarantees your workforce will have the practical skills and qualifications that you need, both now and in the future.

You can also recruit young people with the skills you need via a range of initiatives, such as those delivered by the Prince's Trust to graduate internships.

## **Support business growth**

Young people are flexible in terms of their work patterns and can be more willing to move and work in different locations around the country. They bring creativity, innovation and a willingness to learn. Their flexibility and adaptability are integral to enhancing productivity and contributing to business growth.

Interested yet? The next section will outline the support that is available to help in your drive to recruit young people.



## **Our Skillsforce – making skills work for employers**

Visit [www.ourskillsforce.co.uk](http://www.ourskillsforce.co.uk) and discover the support and financial assistance available to help you plan, recruit and develop the skilled workforce you need.

*Our Skillsforce includes the support available from Skills Development Scotland, Jobcentre Plus and all of Scotland's local authorities.*

*There is lots of practical support to help you recruit young people, including a free vacancy advertising service, recruitment incentives, wage subsidies, work placements, internships, and the fully supported Modern Apprenticeship programme. Read on to find out more about the support available and how you can get involved.*



# Get help to recruit and develop young people

Once you decide to help young people help your business you can build a 'youth policy' into routine business planning. Your policy could include jobs, Modern Apprenticeships or work experience placements. Any of these will give both young people and your business a fantastic opportunity to grow.

The many benefits of recruiting and developing young people outweigh the costs – even so, times are tough. But there is a lot of support out there to help you make it happen.

## **Advertise your vacancies for free**

Jobcentre Plus offers a free Vacancy Advertising Service which provides access to a wide pool of candidates suitable for the job. Save time and money on recruitment and visit:

[www.gov.uk/advertise-job](http://www.gov.uk/advertise-job)

## **Recruitment incentives and wage subsidies**

Skills Development Scotland is seeking the support of employers who would consider offering disadvantaged young people opportunities for sustainable employment in their businesses. Payments of £1,500 are available through the Employer Recruitment Incentive.

Visit [www.ourskillsforce.co.uk/recruit](http://www.ourskillsforce.co.uk/recruit) for more information.

Wage subsidies to encourage employers to take on young people may also be available in your area. Call Stephen McConnachie, Jobcentre Plus Group Partnership Manager for Scotland on [0141 636 8351](tel:01416368351) or email [stephen.mcconnachie@jobcentreplus.gsi.gov.uk](mailto:stephen.mcconnachie@jobcentreplus.gsi.gov.uk)



## Stoddart's of Broxburn

*"At Stoddart's we have developed a proactive youth employment policy and work continuously to promote youth employment, both on a local and national level.*

*"Youth employment is something which we are extremely passionate about and we appreciate the benefits that young people bring to our businesses, in terms of their energy, commitment and enthusiasm.*

*"As an industry we are experiencing a number of skills shortages, so the young people of today are of crucial importance to the continued success of our businesses."*

Stoddart's is a leading, independent Scottish beef processing company, which has recognised the need for skilled employees in an industry which demands exacting standards. Over the years, Stoddart's has built a reputation for investing in young people through the Modern Apprenticeship programme and other youth initiatives.

**Katie Heslop, Human Resources Manager, Stoddart's of Broxburn**

## Local support

A diverse range of support is available from local authorities and partners, tailoring local and national resources to meet the needs of employers and assisting young people in to work. Visit [www.ourskillsforce.co.uk](http://www.ourskillsforce.co.uk) to find out what's available in your area.

## Work placements

Can you provide a young jobseeker with valuable work experience? You could benefit from the fresh perspective that they bring to your business and would be helping your local community by giving someone a greater chance of finding work.

- Skills Development Scotland offer a range of employability support programmes designed to equip individuals with all the skills they need to kick-start a career in your industry. Visit [www.ourskillsforce.co.uk/recruit](http://www.ourskillsforce.co.uk/recruit) for more information.
- Jobcentre Plus can arrange a placement through their Work Experience initiative. To find out more, call Stephen McConnachie, Jobcentre Plus Group Partnership Manager for Scotland on 0141 636 8351 or email [stephen.mcconnachie@jobcentreplus.gsi.gov.uk](mailto:stephen.mcconnachie@jobcentreplus.gsi.gov.uk).
- The Chartered Institute of Personnel and Development has developed a work experience guide to help employers and young people get the most out of a work experience placement. This guide is available at [www.cipd.co.uk/hr-resources/guides/work-experience-placements-work.aspx](http://www.cipd.co.uk/hr-resources/guides/work-experience-placements-work.aspx)

**Currently, only  
around 1 in 4  
employers  
take on a young  
person from  
education<sup>2</sup>**



<sup>2</sup> UK Commission's Employer Skills Survey, 2011: 25% of employers recruiting an education leaver into their first job in the last 2-3 years.

## **Recruiting graduates and offering internships**

Talent Scotland offers a free service for employers including job advertising, company promotion and access to graduates. The Talent Scotland Graduate Placement Programme gives you access to the skills and knowledge of recent graduates and postgraduates through fixed term placements to deliver a critical piece of work. Visit [www.talentscotland.com](http://www.talentscotland.com) for more information.

If you are interested in taking on a graduate intern, visit: [graduatetalentpool.direct.gov.uk](http://graduatetalentpool.direct.gov.uk)

## **Take on a Modern Apprentice**

Modern Apprenticeships offer people aged over 16 paid employment combined with workplace training and off-the-job learning. They are available across many sectors, not just trades, with the format of training decided by the appropriate vocational qualification for that sector.

By investing in a Modern Apprentice you will be able to build the skilled, loyal, motivated workforce you need to compete. You'll also be giving someone the chance to build themselves a better future and supporting a key input to Scotland's economic growth. Skills Development Scotland contributes to the cost of training and will help you throughout the process.

In addition, the Adopt an Apprentice initiative offers employers £2,000 to help with recruitment and wage costs of a Modern Apprentice who has been made redundant.



## SSE

*"As industry leaders, we know how important our people are - they're our greatest asset. This is particularly relevant to our apprentices as we invest a lot in their development and progression through the company. Many of our senior staff began their careers as apprentices, and have enjoyed significant development opportunities from the moment they joined the company."*

**Gary Hamilton, Head of Pipeline Development, SSE**

The Modern Apprenticeship programme works well for energy provider SSE, one of Scotland's largest employers. They recruit around 100 Modern Apprentices every year – a stream of young talent which keeps their business innovative and dynamic. The young people play a vital role in all aspects of SSE's operations to help them remain successful in one of the world's most competitive industries.

## Help to develop your workforce

Once you have taken on a young person, the support doesn't end.

Visit [www.ourskillsforce.co.uk/develop](http://www.ourskillsforce.co.uk/develop) to connect with information and services to enable the effective development of your people. Explore the range of initiatives that provide funding for training, take advantage of free resources, find out about vocational training and qualifications, and follow links to other services.

## Help with skills planning

You may have your business aims in place but do you have the skills to achieve them? Recruiting and developing young people could play an important part in your success.

Skills Development Scotland can help you with skills planning. Visit [www.ourskillsforce.co.uk/plan](http://www.ourskillsforce.co.uk/plan) to find out more, to access information on the labour market and key sectors and to review employer research results.





## Get involved

Visit [www.ourskillsforce.co.uk](http://www.ourskillsforce.co.uk) and discover the support and financial assistance available to help you plan, recruit and develop the skilled workforce you need.

Our Skillsforce includes the support available from Skills Development Scotland, Jobcentre Plus and all of Scotland's local authorities.

Find out more at [www.ourskillsforce.co.uk](http://www.ourskillsforce.co.uk) or call Skills Development Scotland on **0800 783 6000**.

## Learn more

The UK Commission has published a number of reports that provide employer perspectives on youth employment and the changing nature of work for young people. For more information, please visit:

[www.ukces.org.uk/ourwork/youthemployment](http://www.ukces.org.uk/ourwork/youthemployment)

