PDS PRODUCT DESIGN SCOTLAND

PRODUCT DESIGN SCOTLAND TOOLKIT

10

SCALING RECRUITMENT

WITH **ENIGMA PEOPLE SOLUTIONS**

IN PARTNERSHIP WITH

filament

product design

THE GLASGOW SCHOOL OF ART

wideblue making technology happen

SCINTILLA

systolic product development

4c

peacock technology ltd

ENIGMA PEOPLE SOLUTIONS

MAGE CONTROL SYSTEMS

NMIS National Manufacturing Institute Scotland

DMEM Delivering Total Engineering

University of Strathclyde Glasgow

ktn

ABOUT US

With a long tradition of innovation, entrepreneurship and commercialisation, the product design sector is one of Scotland's key industries. Through advances in technology, designers are providing innovative products across a number of global markets, including healthcare, energy, communications and mobility. Integration of these technologies into viable, efficient and commercially attractive products is key, and the partnership between technology and product design is becoming ever more important.

Product Design Scotland, managed by Technology Scotland, the representative body for Scotland's Enabling Technologies Sector, has been established to support the product and industrial design sector in Scotland. The network aims to be the focal point for the community, raising awareness of the critical importance of design to future growth and competitiveness and creating a thriving, collaborative network to drive innovation.

By working with companies and organisations across Scotland, we support the sector through:

- Promoting the value of strategic design to government and industry
- Raising the profile of Scotland's product/industrial design sector
- Increasing visibility of those operating within relevant supply chains
- Improving competitiveness through collaboration and knowledge exchange
- Creating new networks to shape the future of design in Scotland.

Thanks to our corporate sponsors:

Thanks to our PDS sponsor:

TOPIC INTRODUCTION

INTRODUCTION

The cost of a wrong hire can be massive! A report from the Recruitment & Employment Confederation (REC) found that, a poor hire with a salary of £42,000 can cost a business more than £132,000 due to the accumulation of costs relating to training, lost productivity, lost time and repeating the recruitment process.

Recruitment can be: frustrating, time consuming, uncomfortable, costly, scary, challenging, But....

It is an essential part of your journey to success so you need to have the right mindset around it.

KEY STEPS IN SCALING RECRUITMENT

HOW TO KNOW WHEN TO SCALE

Being busy and seeing growing demand is not the trigger point for scaling a business!

The truth is that there is a combination of factors that must be considered and analysed including future projections, current capabilities, and the infrastructure capacity for growth. Successful scaling requires resources, and only data analysis can reveal the amount of overhead, equipment, services, budget, and hours you need to meet projections.

This article by Cox Business and Forbes Magazine discusses this very topic.
https://www.coxblue.com/when-is-it-time-to-scale-your-business/

KEY CONSIDERATIONS WHEN HIRING

Be clear on the brief – the challenge often is to avoid the temptation for the job to be too broad and the key tasks really should be carried out by a number of people rather than rolled into one person. The question then is does that person even exist?! As entrepreneurs and business owners we are used to being the sales person, administrator, book keeper, cleaner, delivery driver etc, etc but our future employees are not and it is unfair to expect them to be. So often when we have specs from growing SMEs they are asking for too much or for too much experience and that puts people off the role. It confuses them and makes them nervous about the never-ending list of responsibilities or unrealistic expectations.

Understand the strengths and weaknesses of your team. Understand the profile of the team.

Don't look for perfect! You are not Ferrari or Mercedes F1 so you are unlikely to be able to compete for "perfect" but you can find "excellence" just understand that excellence is not perfect. Be clear what skills or competencies you can develop and what attitudes and backgrounds are essential and be willing to compromise and be open minded.

UNDERSTANDING THE VALUE OF THE ROLE

Know the real value of the role. One mistake people often make is they budget the role wrong. Do your research and be prepared to offer 10% above market price for the role. I understand that budgets are tight but the issue is that people will perceive moving to a start up as a risk. Whilst you are an optimist they have friends and family that will not be and will reinforce the idea that moving to your company is a risk.

Gone are the days that people will buy into your company with the same passion as you and work for a lower salary in exchange for future promises. Be prepared to pay them well to come and help you fulfil your dream. Now I don't mean anything ridiculous but recognise that if the job typically pays £45k in the market then you may need to pay £48k or £49k.

Also understand what having this job filled will mean for your company. Salary and benefits are really the cost of the role but what is the value you get from having those tasks competently performed by someone else!? It is almost never the case that you are the best person to do those tasks!

Do the numbers?
Understand what it will cost but also understand what the value of the role will be to your organisation and how it will move things forward and free your time up and make life easier for you in the medium to long run.

TO ADVERTISE SALARIES OR NOT TO ADVERTISE SALARIES

There are good reasons not to advertise salaries – it increases expectations (everyone wants the upper salary) it removes your bargaining position as an employer to both applicants but also to your existing team. It makes it easy for competitors to benchmark against you.

The fact is that many people feel an advert without a salary band attached is misleading, wastes their time, and makes the company look unattractive and as if they are hiding something. Every job board you ask will tell you that the applicant rate is higher for job adverts with a salary band against them versus those that have left out salary information.

Our advice is to have a salary range and to know the structure and the qualification you use internally for salaries. It is a good opportunity to benchmark the market and make sure you are paying your staff properly. Ask your recruitment partner to benchmark the role and to provide salary guidance. If you are not paying competitively, well you know what will happen.

THINKING ABOUT YOUR COMPANY CULTURE

Understand the profile of the team. Use a tool like Talent Dynamics to determine the best profile fit. Other personality assessment tools exist. Also understand the culture you are building because the people you hire in the early stages will own that. It is also important at this time to recognise that you will have to let go of some elements of your business in order to allow others to do their best for it. This is really challenging in terms of mindset because just at the point you are taking the greatest risk you need to let go in a sense. The reality is that these steps are crucial to your future success.

Even in a team like the New Zealand Rugby "All Blacks" are not all super stars and it is the blend of the team that works. What drives their success is the culture that is drilled into them. The shared responsibility of the "shirt". So your mindset has to be around culture and fit and recognise that there are some skills that people will be able to develop quite quickly in the job. Your mindset must be on how having that role filled will help your future success so it does not need to be the finished article right now but will have time to grow and develop.

DIVERSITY & INCLUSION

How do you make sure you are keeping mindful of diversity and inclusion? One option is to use Equate Scotland. Equate Scotland produces a range of publications including best practice guides for employers in STEM, research reports on intersectionality and the STEM landscape, annual reports and useful resources related to services and projects run by Equate Scotland.

[Equate Scotland Resources](#)

EMPLOYEE BENEFITS

Think about the package so often we only have salary and pension but look at something like Vitality Healthcare it is not expensive and makes you seem much more set up!

EMPLOYMENT LAW

Think about HR policies. You don't need an HR manager until you are over say 50 people but there are plenty of outsource HR organisations that can help you get things set up and on a subscription payment structure. This protects your business and your employees. They and your business deserve this. As a starting point look at the Federation of Small Businesses they have some great HR tools.

MOST COMMON MYTH

Academics can't get up to the speed of a commercial environment! Simply not true! How did all those university spin outs succeed if academics can't get up to speed of a commercial environment and almost all people in the tech industry have a degree qualification or higher so must have managed to transition successfully from Academia to Industry!

You will need to be prepared to invest in someone and it will take time for them to get up to speed.

So many design teams and entrepreneurs complain that if they have to train someone that will detract from their time and drain them even more than not having someone. Be prepared to make that time investment when the person arrives.

ENIGMA

PEOPLE SOLUTIONS

ENIGMA PEOPLE SOLUTIONS PROFILE

We find technical leaders for Emerging and Enabling Technology industries.

Our multi-award winning recruitment consultancy specialises in contract and permanent vacancies across Electronics, Photonics, Semiconductor, Software and IoT.

The quality of service we provide is what makes us Enigma People Solutions. We value our clients and are interested in what they do, their brand, their culture, and their people. Our goal is simple, we want to deliver value to the clients and candidates we work with. We do this through diligence and dedication, delivering exceptional recruitment services and solutions.

Central to this is our award-winning and innovative recruitment process that enables us to reach out to the companies and people who matter in our market.

We understand that companies now need people with varied and technical experience,

and each project is different. This can make the recruitment process quite tricky for companies. We work with our clients to define exact requirements and specifically adapt our recruitment approach to ensure we deliver successful solutions.

WANT TO KNOW MORE?

PRODUCT DESIGN SCOTLAND'S FULL TOOLKIT SERIES IS AVAILABLE HERE.