



## **Back2businessship 2017 – Golin Partner Case Study**

### **Interview with Jane Fordham, Executive Director Marketing and Talent, Golin PR**

#### **What message would you send out to businesses interested in the Returnship programme?**

I recall very clearly when my MD and I met the course delegates in 2015. It was only days before we were due to deliver some training ourselves and we were both blown away by the calibre of the 22 women in front of us. My other clear recollection was that it would be a travesty if this collective talent pool were unable to re-insert themselves into the UK economy and make a valuable contribution. So my first key message to would-be employers is don't underestimate the quality and experience of this group and the earlier you get involved in the programme, the greater influence you will be able to exert on the recruitment of these individuals, to best suit the needs of your business.

#### **What have you got your returners to do during their time with you and how have you used them in the business?**

Laura Weston took up our first returner placement in Q1 of 2016. With a background in journalism and digital content but no experience of comms agencies it was a bit of a leap for her to come to us. However, we were very much sold on her drive, intelligence and passion. We were interested in extra support for our marketing function, with a focus on growing our content capabilities and raising the profile of our digital business; I like to think of it as a venn diagram of need and experience. Faced with a significant learning curve and in her first agency role ever, she made an immediate impact and proved her value so effectively that we took her on as our permanent Marketing Director in April 2016.

This year we took on two placement candidates. Ours is a fast-moving, high-pressured client-led environment. Laura's role was largely operational or involved



liaison with partners and suppliers rather than leading client business but this year we did interview for a client facing role in our digital team and something equivalent in our healthcare communications team. However, for these two very specific roles, we didn't feel we'd be setting up the returner nor our team for success with expectations of delivery, so we held off with client facing activity. This is absolutely not a reflection of the abilities of the individuals rather our knowledge of the particular client's expectations and personality.

What has worked really well, as demonstrated by returner Jane Bateman this year, was that a very well-defined, discreet project makes an excellent basis for a 3-month placement. We hired Jane to support a business development project for our corporate team precisely because she has never worked agency-side before and was able to approach the work from a client's perspective (another example of the returner talent pool enabling us to access a different but very relevant skillset to that which usually fills our pipeline).

Although we had decided against hiring a 2017 returner into our senior healthcare role, we recognised that Jacqui Sanders was a phenomenal talent and we were keen to give her exposure to the agency-world again. We took her on also for a discreet biz dev project for just two weeks. It was incredible the impact she had in just ten working days and she is now in a permanent, senior role in another stellar agency. I also want to stress outside of the direct benefits of their work with us, there is a noticeable halo effect of having such talent in the business, bringing wisdom, maturity and experience that isn't a given in a young, fast-moving industry.

### **How have you set your returners up for success and how have you measured success?**

In order for the placement to be mutually successful, I'd advise you to plan the job design properly - think carefully about what will give both parties best chance of success. It is also important to get senior buy-in in support of these placements, and that all parties who will engage with this role are appropriately briefed regarding who they are and what to expect.



GOLIN

■ R/GA



@b2businessship



To make a real success of this opportunity, employers should expect to devote a good deal of time upfront to thorough line management, briefing, objective setting and coaching. In return, you'll get someone with a lot to prove, hugely committed to the success of your business with maturity and something different to offer. You will also benefit from having a try before you buy period IF there is opportunity for a permanent role at the end of the placement. A final and very powerful consideration is that these individuals will serve as excellent ambassadors for your business. You have nothing to loss and lots to gain!



**GOLIN** ■ **R/GA**



[@b2businessship](#)





# BACK BUSINESSSHIP 2017

## Back2businessship 2017 –HP Case Study

### Interview with Vanessa Godsal, Head of UK & Ireland PR

#### Why Offering a Back to Businessship placement works so well for HP

**Diversity is very important to us. We're actively looking to disrupt the system to drive change. It's no good just talking about it you have to act.**

Although it's not just for women, the reality is that 99% of the candidates are women who have taken a career break after having children and feel they have lost their contacts or confidence. They feel the business world has changed and they are no longer relevant, not true!

We're proud that HP has the most diverse Board of Directors of any technology company in the US with nearly 40% women and 23% underrepresented minorities and that women represent 37% of HP's workforce worldwide. Diversity is not just a CSR tick box, having a diverse team is better for business. Diverse teams deliver innovations that better reflect our global customers and diversity improves the products and services we deliver to our customers

In August 2016 the ABA President's Diversity and Inclusion 360 Commission, Kim Riviera, HP Chief Legal Officer and General Counsel, was one of three Fortune 500 GCs who called on their outside counsel to closely scrutinize law firms' diversity demographics and inclusion policies in response to the release of the ABA's "Model Diversity Survey." In September 2016, HP CMO Antonio Lucio sent a letter to HP's advertising and public relations agencies requesting each submits a plan within 30 days laying out how they will increase the number of women and minorities in key creative and strategy roles in the next 12 months. Offering a Back2Businessship placement was a positive local action and a difference that we could make in the UK.

#### The Back2Businessship placement has been hugely beneficial to HP

At a large business like HP, where there is so much going on, being able to access this extra support without months of interviews and paperwork has been invaluable. It's worked brilliantly and what was a 3 month placement has become a 6 month placement and is still rolling on.

The quality of the candidates, including Jan, our current placement is outstanding. These are women (not always but mostly women) who have had impressive careers



GOLIN

R/GA



@b2businessship



and who have a wealth of valuable experience. You're not going to find more motivated, capable and enthusiastic candidate in such a straightforward way.

Jan got stuck in from day one and has been able to manage important events and campaigns for us, including our first ever Sustainability Summit from start to finish, which has been a resounding success. We find it works well for the candidate and for the company if they have a specific project or piece of work to own and manage.

We're very much committed to taking a placement every year if we can and are also working with our agencies to encourage them to take placements and possibly to share placements in the future. Bringing a candidate in house means they learn the business very fast, so one idea could be to go onto the agency team for a placement afterwards, all the induction to business having already been done.



GOLIN



R/GA



@b2businessship





Save the Children

**BACK** 2<sup>017</sup>  
**BUSINESSSHIP**

## **Back2businessship 2017 – Returner and Host Case Study Joan O**

**Reilly – Returner**

**Host Company – Save the Children International – EMEA**

**Communications Team**

### **Why does Save the Children International want to take on Returners and why are Returners a valuable pipeline of talent?**

Save the Children International is a diverse and flexible employer. We are always looking to attract new talent from the public and private sector. We identified easily with the proposition from the B2B programme. With a very young team, we welcomed the opportunity to have someone come on board with a wealth of relevant experience and with a sense of maturity that we were somewhat lacking. With a specific ‘stand-alone’ project in mind, there was little risk in us taking a returner on for a fixed contract period. All it involved was attending the speed dating event and meeting all the course delegates to see if anyone met our brief.

### **What did your Returner do during their time at Save the Children International?**

We had a specific brief in mind, to carry out a comprehensive digital review for Save the Children International. This included an analysis of SCI digital reach (web, mobile and social), internal digital operations evaluation, peer review, digital best practices overview and recommendations on how we should proceed in the future to improve SCI’s digital presence and enable the organisation to better deliver on its global strategy, Ambition for Children 2013.



**GOLIN**



**R/GA**



**@b2businessship**



Joan worked with and alongside team members in the central communications and IT departments as well as liaising with colleagues across the regions to gain insights into their digital practices.

**How did you set her up for success and how have you measured this success?**

SCI has a culture of working on the go so from the start, Joan had a laptop, active email account and VPN to enable remote working. Contracted to work 3 days a week Joan did so mainly from the office, but like all our team, she had the flexibility to work from home if needed.

The project had clear deliverables and Joan produced a project delivery plan, which outlined key milestones, approach and outputs. She met weekly, and as needed, with her management and constantly reviewed work in progress.

Fully immersed within the SCI Communications team, Joan worked alongside her colleagues to enable a better understanding of the organisation, and its operations. Additionally we made sure the team weekly meeting, was held on a day she was in the office. She offered immediate value to the team. Her professionalism, skill set and attitude made the team and leadership feel confident in taking her on – and excited about the opportunity. At the outset, Joan committed to her project and outlined an ambitious, yet, achievable goal. Within the project, she took on new areas of work to enhance the final output with confidence and determination to get it done. Joan was an exceptional addition to our team.



GOLIN



R/GA



@b2businessship

