



# Recruitment and Retention

IOL MEMBER-TO-MEMBER EVENT



# Presenters

**DAVE HARVEY** - OUTDOOR LEARNING CONSULTANT

**DAN PLAYFORD** - GRAFHAM WATER CENTRE, CAMBRIDGESHIRE COUNTY COUNCIL

**REHNA YASEEN** - LINDLEY EDUCATIONAL TRUST, ASHTON YOUTH TRUST

**STU MEESE** – IOL FREELANCE COOPERATIVE

## HOST:

**JO BARNETT** - IOL CEO AND OUTDOOR EDUCATION SERVICE MANAGER FOR TELFORD & WREKIN COUNCIL

# IOL Employers' Group Perspective:

## **WORKFORCE:**

Recruitment at a required standard is challenging for many following the pandemic.

Retention is a high priority. Pay levels, benefits, career path and lifestyle were discussed.

Identifying where employees came from was seen as important before any 'recruitment to the sector' initiatives are undertaken. A survey was suggested to assist with this.

The IOL web site shows career paths and good information.

# . Outdoor learning provider perspective...

'Instructors on junior jobs or freelance - having moved to other jobs during covid - have discovered that there is more to life than work - and being an outdoor instructor /freelancer - takes up a lot of time in the season/earns too little/takes away all your energy for doing what you love in own time etc!

The source of entry staff has dried up - the large commercial sector used to give lots of folks their first year or summer or two - these folks looked to move elsewhere to get more variety/money etc - these centres now need to retain these employees - so the rest of us loose out on these potential recruits.

The universities are not providing graduates who are able and qualified to lead sessions. In fairness - a teacher takes 4 years to train - perhaps we should say the same for outdoor ed - that somewhere in there it needs another year of training and getting NGB quals and teaching experience?

The magic has gone - reality has taken over and we need to grow up as a sector and start creating jobs that people want!'

Elspeth  
Mason  
Nov.22

# L3 Apprentices' Perspective:

Keeping things  
safe without  
sacrificing fun  
& learning

That not enough  
people have the  
opportunity to  
discover it as a career

Health  
factors for  
the staff

How to find  
career  
opportunities –  
where to go  
next

Financial  
sustainability

► **What is your biggest concern about working in the outdoors?**

Finding / working  
for a company  
that respects the  
outdoors and not  
just saying it

Health

Climate  
change and  
the damage  
we as humans  
are doing to  
the planet

Physical  
exhaustion

Steve  
Randles  
Oct.22



# Dave Harvey

DAVE HARVEY OUTDOOR LEARNING

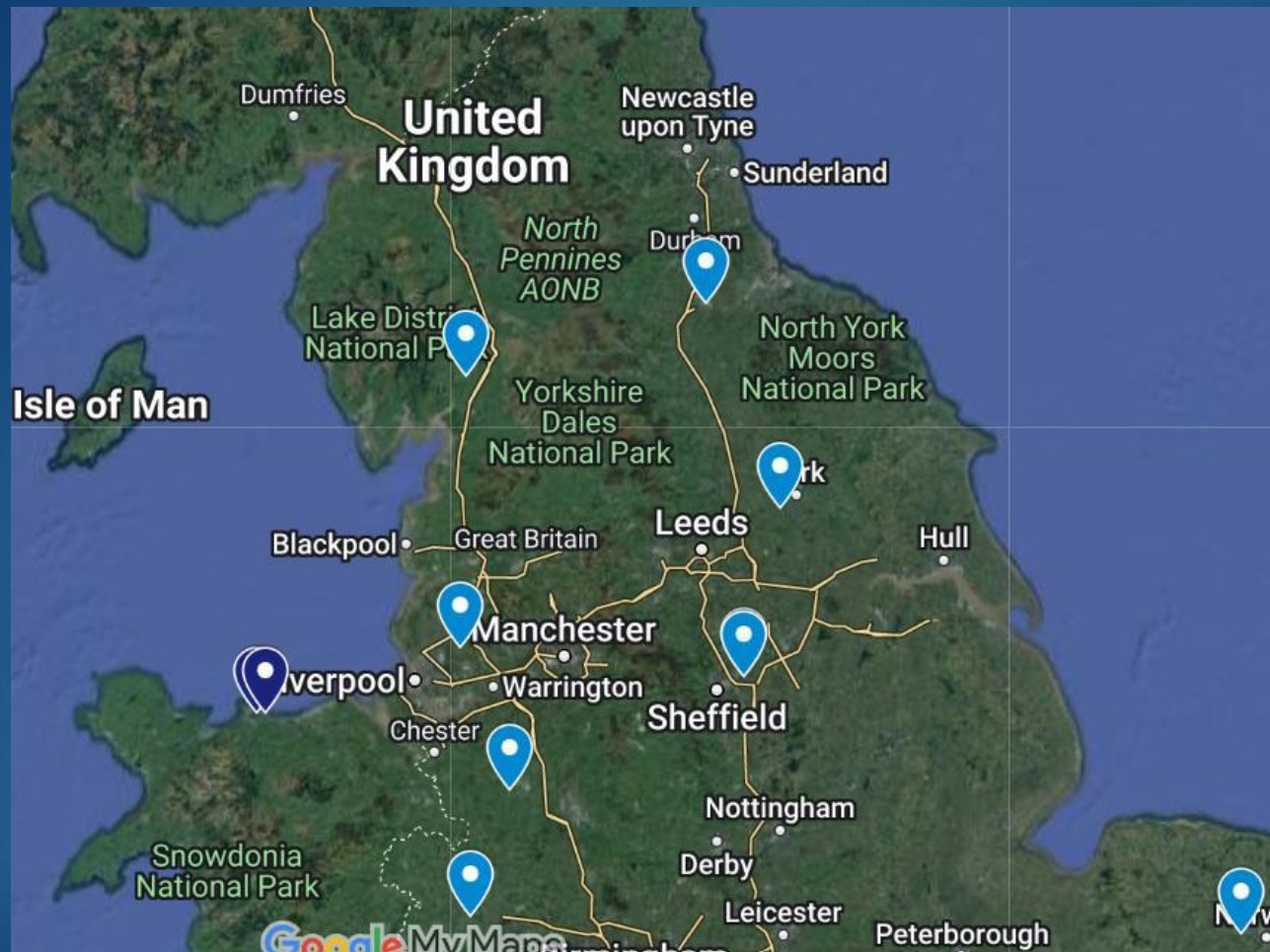




# Access and barriers

- ▶ Capital (money)
- ▶ Knowledge (awareness)
- ▶ Technology (infrastructure)
- ▶ Identity (personal, social and cultural)
- ▶ Networks (relationships)
- ▶ Geography (opportunity)





BTEC Level 3  
locations





Dave Harvey

[d.harvey380@btinternet.com](mailto:d.harvey380@btinternet.com)

[LinkedIn](#)



# Daniel Playford

GRAFHAM WATER CENTRE

CAMBRIDGESHIRE COUNTY COUNCIL



# Working with a local college

- ▶ Connection
- ▶ Communication
  - ▶ Internal
  - ▶ External
- ▶ Flexibility
- ▶ Commitment
- ▶ Release









# Daniel Playford

[daniel.playford@cambridgeshire.gov.uk](mailto:daniel.playford@cambridgeshire.gov.uk)

07951574843

[www.linkedin.com/in/daniel-playford-b5937286](http://www.linkedin.com/in/daniel-playford-b5937286)

<https://www.grafham-water-centre.co.uk/>



# Rehna Yaseen

LINDLEY EDUCATIONAL  
TRUST

ASHTON YOUTH CLUB



What are we doing that attracts young people into training and outdoor quals ?

- ▶ Being mindful of cultural/religious aspects
- ▶ Creating safe spaces for learning
- ▶ Young leaders project
- ▶ Year-long recruitment via The Rank Foundation which results in CWI/ML'S etc.





## Young leaders project

- ▶ 12-month project with volunteering, an ambassador week and outdoor week.
- ▶ Taking young people into the outdoors over several years with them instils a love for the outdoors.
- ▶ Makes them believe the outdoors also belongs to them, helps them feel welcome and they become self sufficient
- ▶ Giving young people work experience opportunities
- ▶ Paid jobs





## Why are orgs not attracting and retaining a diverse workforce ?

- Lack of role models
- Language barrier
- Centres being far from families
- Lack of role models
- Not part of the norm
- Not Feeling welcomed









# Rehna Yaseen

[Rehna.Yaseen@lindley.org](mailto:Rehna.Yaseen@lindley.org)

07960 055214



## Governing / Awarding Body Coach or Instructor Courses

A great starting point if you are looking to specialise, work in a voluntary capacity, or find freelance work coaching or instructing others.

Look for a training course from a National Governing or Awarding Body in the sport or activity you are interested in.

## Apprenticeships

Apprenticeships are a great way to earn while you learn. The Level 3 Outdoor Activity Instructor Apprenticeship (England) and the Level 5 Outdoor Learning Specialist Apprenticeship (England) are designed specifically for working in outdoor learning.

Many other apprenticeships are also available in Scotland, Wales, England and Northern Ireland.

## Joining the Outdoor Workforce



## FE College and HE University Courses

Whether you are interested in practical skills, knowledge, understanding or research, FE College and HE University courses allow you to learn from experts and follow your areas of interest in your studies.

Look for courses that are accredited by IOL and/or aligned with IOL occupational standards.

## Workplace Training and Development Schemes

A number of employers and training organisations offer seasonal, fast track, trainee, or volunteer schemes for aspiring outdoor professionals. They vary in scope and depth - look at the jobs page to see current opportunities.

Look for schemes that are aligned to IOL occupational standards.







### Seasonal Activity Instructor, Devon

Adventure Okehampton,  
Devon  
F/T, Seasonal  
ENMW  
Closes 31/12/22

🕒 October 26, 2022  
💬 0 Comments



### Trainee Tutor (Graduate Development Programme), England Locations

FSC, England Location  
F/T, Temporary  
Apprentice salary of  
£9,380  
Closes 17/11/22

🕒 October 17, 2022  
💬 0 Comments



### Apprentice Instructor, Leics

Leicester Outdoor  
Pursuits, Leicester  
12-14 months  
Closes 29/11/22

🕒 October 24, 2022  
💬 0 Comments



### Outdoor Activities Apprentice, Lancs

The Anderton Centre,  
Lancs  
30hr pw, Fixed term  
£4.81ph  
Closes 1/12/22

🕒 September 27, 2022  
💬 0 Comments



### Trainee Instructor, Snowdonia, N. Wales

Plas y Brenin, North  
Wales

🕒 October 19, 2022  
💬 0 Comments



### Outdoor Activity Instructor Apprentice, Derbyshire

Mount Cook Adventure  
Centre, Derbyshire  
F/T 1 year  
£6.00ph, Accom  
available  
Closes 31/10/22

🕒 October 10, 2022  
💬 0 Comments



### Trainee Instructor, Hertfordshire

Herts Young Mariners  
Base, Hertfordshire  
Fixed term Jan 23 to  
Feb 2024  
Closes 30/11/22

🕒 October 18, 2022  
💬 0 Comments



### L3 Outdoor Activity Instructor Apprentice, Cumbria

Bendrigg Trust,  
Cumbria  
F/T to Jan 2024



### Outdoor Activity Leader Apprentice, Devon

CRS Adventures Ltd,  
Devon  
F/T, Fixed term  
£10,004.80pa  
Closes 30/11/22

🕒 October 18, 2022  
💬 0 Comments



### Trainee Instructors, Norfolk

Thorpe Woodlands  
Adventure Centre,  
Norfolk  
F/T + accom available  
ENMW  
Closes 25/11/22

🕒 October 11, 2022  
💬 0 Comments



### Apprentice Outdoor Activity Instructor, Herefordshire

Longtown Outdoor  
Learning Trust,  
Herefordshire  
F/T, Fixed term, 13  
months  
£9,380pa + accom  
Closes 9/11/22

🕒 October 17, 2022  
💬 0 Comments



### Outdoor Learning Instructor Apprenticeship, Surrey

Surrey Outdoor Learning  
and Development,  
Surrey  
F/T, 15 months  
£16,348

🔒 Privacy pre



*"A simple definition is,  
a freelancer is one that is available  
for hire. "*

Stu Meese

IOL FREELANCE COOP CHAIR

# Freelancer / Microbusiness

- ▶ Loss of the freelancer base numbers.
- ▶ Drop off 'incoming' numbers.
- ▶ Drop out of practitioners 'retiring'.
- ▶ The lower starting point for becoming freelancers.

Vulnerable and high risk  
with high admin burden





# Short Term survive not thrive

- ▶ Reduce need  
.....programmes....operating  
days...mix and match... use  
teachers?
- ▶ Increase supply  
....wages...admin burden  
...commitment &  
connection?





# The future

## ► Medium term

### Positive environment – ‘home’

Business Support e.g. AIM

Education / CPD

Work-ready graduates

Unionisation – e.g. AHOEC/NAHT or  
IWGB & Bikeability

## ► Long Term

### Charter

Set good practice standards

Template

Bring in the outlying organisations





Stu Meese

[s.meese@worc.ac.uk](mailto:s.meese@worc.ac.uk)

[stu@blackdogadventures.co.uk](mailto:stu@blackdogadventures.co.uk)



# 4 Things That Will Keep Your Employees From Leaving You

1. Workers need to feel safe
2. Workers need positive affirmation
3. Workers need to feel understood
4. Workers want to know what's going on

According to Gallup research, the second-most common mistake that leads to turnover is lack of communication. Managers must provide their people with guidance and direction, **give them regular feedback on their performance**, and clarify goals and expectations, especially during unexpected change and transition. Managers also need to replace the extinct ritual known as the annual employee performance review with monthly one-on-ones to coach employees and evaluate their progress consistently so there are no surprises later. This is what high achievers crave and want to keep developing and building strengths.

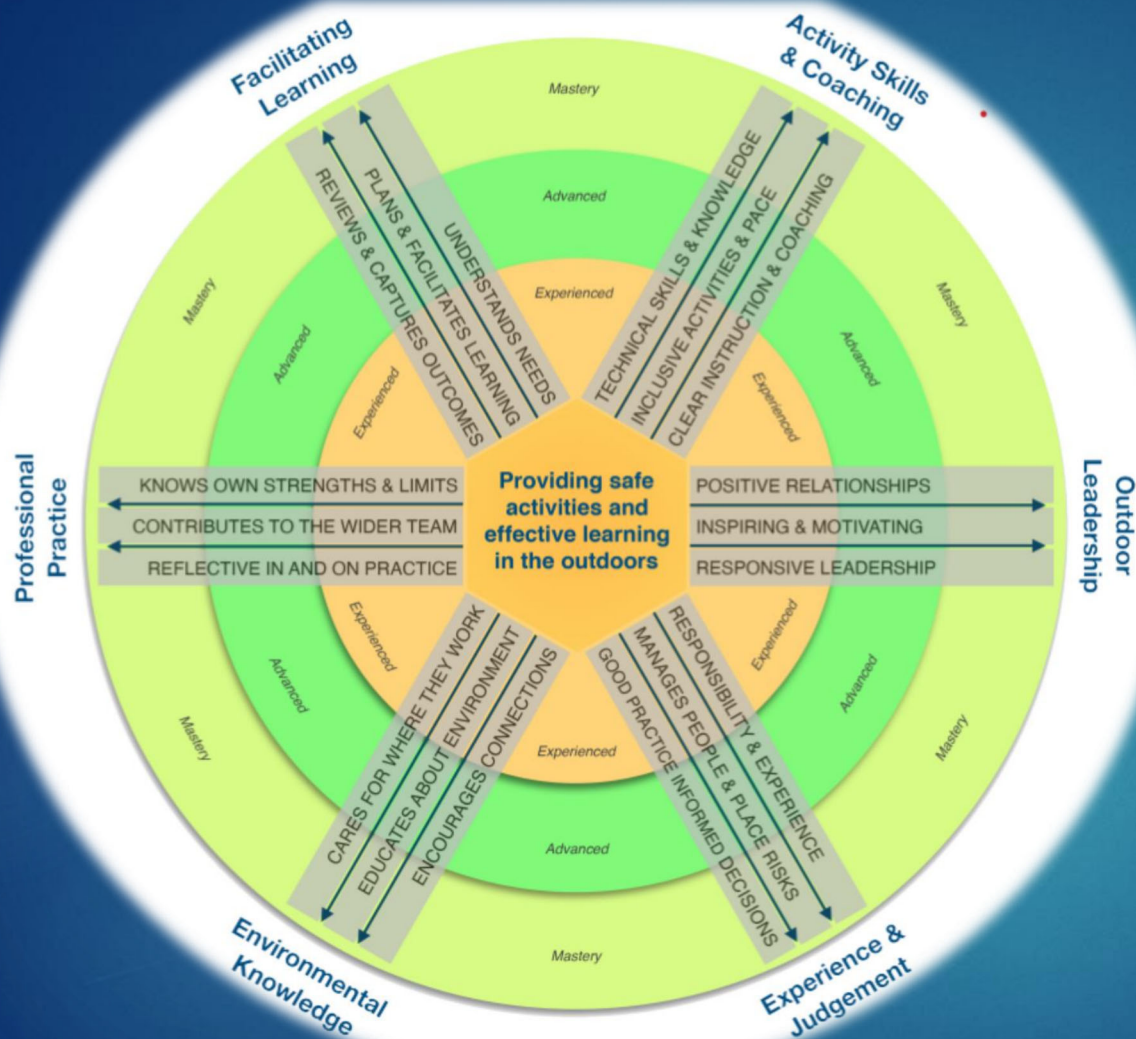


Your turn...  
What would you  
add to the list?



Things you find keep quality staff from leaving your organisation...

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# Continuing Professional Development

**'TRAIN** people well enough so they can leave, **TREAT** them well enough so they don't want to.'

Richard Branson



## To recognise your values, understanding and leadership approach



RPIOL holders plan, prepare and lead safe and engaging outdoor learning sessions to achieve planned outcomes

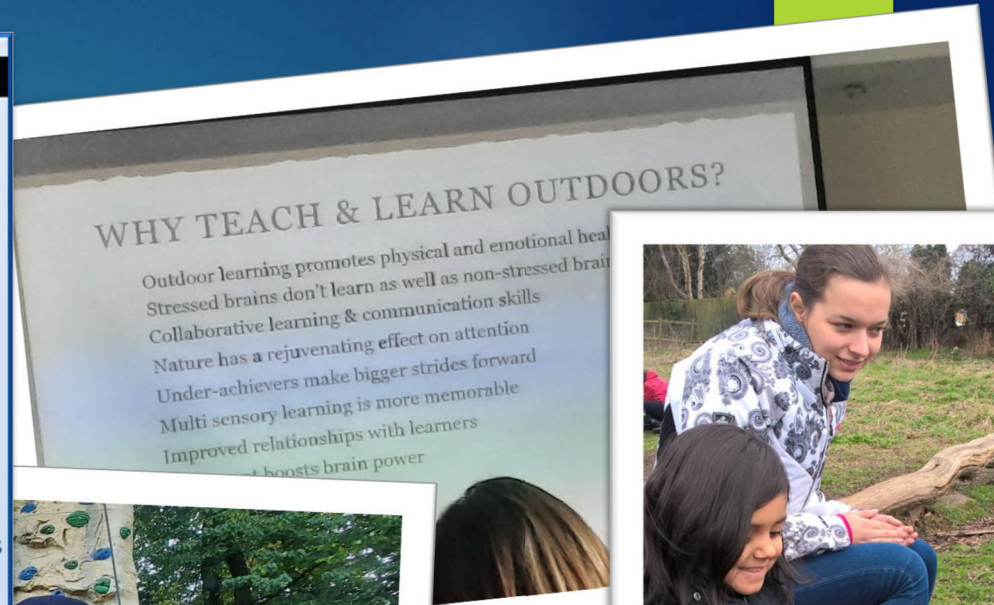


APIOL holders design, facilitate and evaluate purposeful outdoor learning programmes with individuals and groups



LPIOL holders influence and shape outdoor learning practice with a strategic focus at a regional or national level

**OPEN TO ALL IOL MEMBERS**, get quality time with an Accreditation Coach to reflect on all aspects of your training, experience, and future aspirations. RPIOL and APIOL holders can be automatically recognised as Associate Professionals in Outdoor Learning.



## 12 Ways Workplaces Can Improve *People's Mental Health*



Design proper  
workloads



Create an  
environment of trust



Provide opportunities  
for human  
connection at work



Offer professional  
support



Encourage people  
to take breaks and  
time off



Remove the stigma  
about mental health  
conversations



Share mental  
health resources  
on a regular basis



Train front line  
leaders to better  
support their teams



Give people flexibility,  
autonomy and  
chances for mastery



Show gratitude for  
effort and results



Encourage people to  
disconnect from  
work



Create the conditions  
for people to feel that  
they belong

Each of these actions only  
make the next better and  
stronger



They are part of a positive  
self-reinforcing loop that gets  
better the more you do it

# How well do you look after your staff in work?

[mind-guide-for-line-managers-wellness-action-plans\\_final.pdf](#)

[MindEd Hub](#)



# Surviving a Career in Adventure Activities



We all love the adventure activities that brought us into this business and most of us put lots of time outside the job into paddling, sailing, climbing, biking, hill walking, skiing and every other adventure sport that can be imagined...and a few that can't.

This degree of passion is one of the reasons why adventure education is such a vibrant field, but there is a downside. Imagine being unable to go up a hill because your knees are worn out, unable to paddle because of chronic ear problems, unable to sail because of permanent back injury. Some can no longer even contemplate such activities as a result of a serious accident at work. Many instructors who have ended up with these problems could have avoided them with better working practices.



# Conclusions and sum up by the seminar host, Jo Barnett

1. The best recruitment and retention is not a 'free lunch' – we need to be pro active.
2. We cannot expect people to find us, we need to reach out to them. Role models are crucial.
3. We cannot expect people to land fully formed and ready to go in their roles. Ongoing CPD and support is essential for generic work place skills as well as technical skill sets, and people skills.
4. We need to understand barriers and act to overcome them both structurally and for individuals.
5. We need to work in partnerships with other organisations both in and beyond the Outdoor Learning Sector.
6. Some people may take their Outdoor Learning skills sets and leave the sector – we can recognise this as a strength for us – they may well come back with increased skills, knowledge and experience, they may act as advocates and even future benefactors.
7. The IOL will consider how to facilitate the above with its Members.



# Recruitment and Retention

Thank you for your contribution  
today – any final comments  
and/or questions?

## Contact us

[institute@outdoor-learning.org](mailto:institute@outdoor-learning.org)

[IOL Home \(outdoor-learning.org\)](http://outdoor-learning.org)

