

# Combining hybrid working and career development for young employees

An employer case study

The logo for Crunch, featuring the word "crunch" in a lowercase, rounded, sans-serif font. The letters are dark blue or black. The 'c' and 'h' have a slightly irregular, hand-drawn feel.

DIGITAL MEDIA

# A little bit about me

# Kathryn Northey

Head of Delivery & Solutions Specialist

My primary job at Crunch is Head of Delivery.

I am responsible for the management of the Delivery team which consists of 12 employees, all of whom are 24 years old and younger, and joined Crunch at the start of their digital career.

I am extremely passionate about empowering each and every member of the Delivery team.

It is my objective to ensure that all employees have the opportunity to thrive in their position, working closely with them to set and achieve development and career goals.

Alongside my main role, I am also the Solutions Specialist for Swansea University.

I work with the university to plan and deliver digital campaigns throughout the year for awareness, open day sign ups, clearing and general applications.



# A little bit about Crunch

# Crunch Digital Media

Digital Media Specialists



Crunch is a collaborative agency that flourishes by championing synergy in public sector and local governments.

Years of experience working within e-commerce, education, recruitment, healthcare and local alongside marketing teams have taught us that the best campaigns happen when we empower your team with information, access to technology, market knowledge and insight into current behaviours.

# Awards

We've picked up a fair few awards along the pathway.

Media buying is our life-blood. Not one source of media will work on its own. It's all about **placement** and all **online** and **offline** channels **working together**.

As a media buying and marketing agency we are always seeking to invest in exceptional talent, which is why we have the best people in digital working for us.



Winner of 'Best Use of Online Recruitment in the Public Sector'



Highly commended 'Best use of digital by a charity, NGO or NFP'



Finalists NHS Solent 'Innovation of the Year'



Finalist 'Company of the Year'



Highly commended 'European Media Agency of the Year 2019'



Top 2% of advertising agencies accredited the elite Google Premier Partner status



6th place in the UK and an incredible 1st place in Wales in Campaign's Best Places to Work 2021.



Agency industry accredited until January 2022



Finalists 2018 & 2019 'Best Woman of the Year in Tech' & 'Young Person of the Year'



Retained The Drum accreditation for 4 years



We came 7th out of 50 across the UK in the Drum's Top 50 UK client rated digital agencies. (No. 1 in Wales)

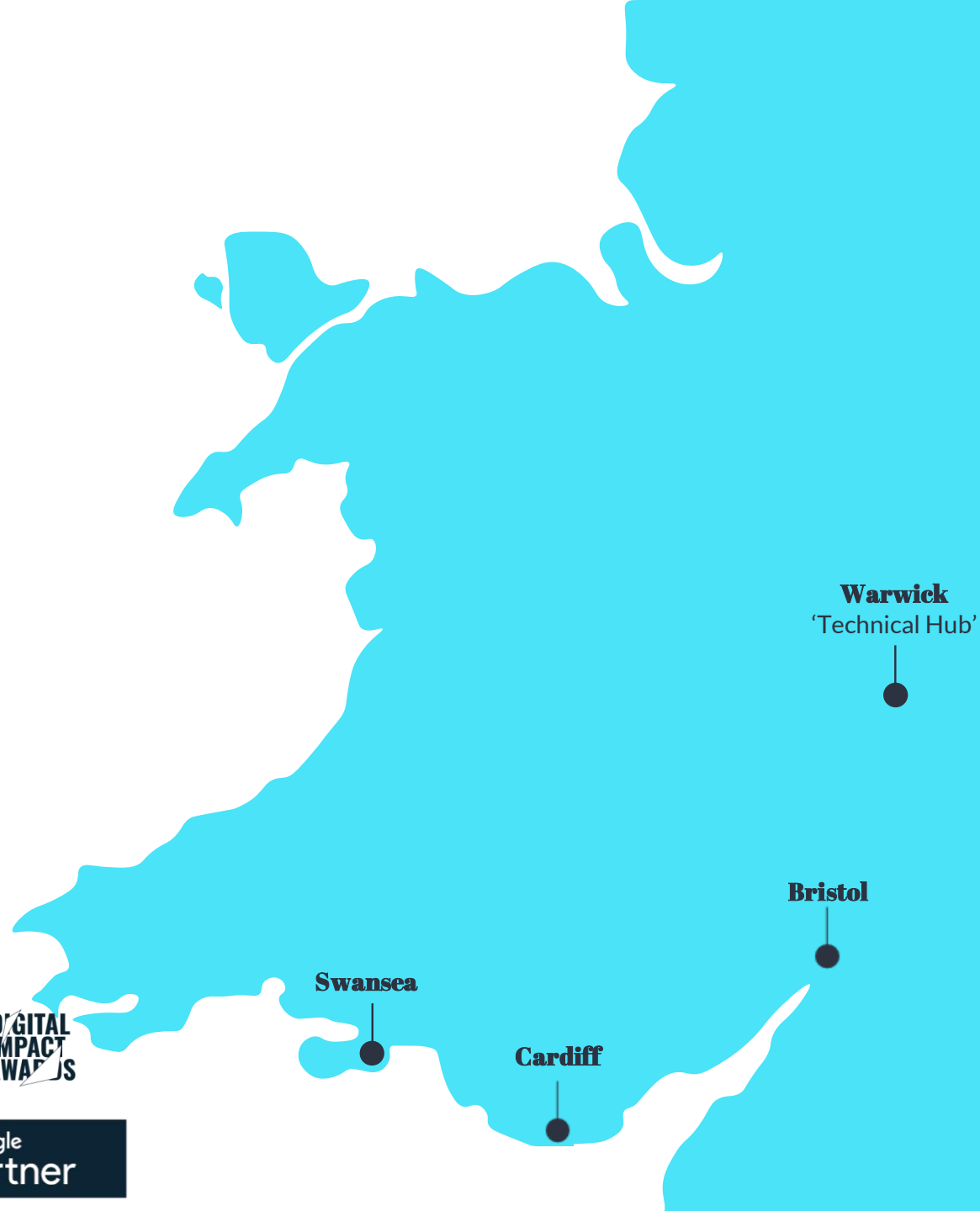


Wales and West Utilities & Crunch won Silver for Best use of Digital from the Energy and Utilities Sector

# We're based in the UK, and our campaigns are global

We've run thousands upon thousands of education campaigns.

Digital advertising gives you **unapparelled access to users globally** and you can reach every country from our technical hubs in Swansea, Bristol, Cardiff and Warwick.



# Crunch Digital Media

## Employee Growth

16

**March 2020**

57

**October 2021**

256%

**Increase**



# Crunch Digital Media

Impact of Covid



**Hybrid Working Employees**



**Employees Trained Remotely**

# What is hybrid?

# What does hybrid working mean to us?

Definition was needed



A mixture of working from the office and somewhere else.

This could be a hub, a café, or even a second home as well as the employee's normal home.

We put a policy in place that defines what hybrid means to our business and our employees.

# What did we need to make it work

Apps, Apps, Apps!



Interviews, Meetings  
& Catch ups



Delivering Equipment



Instant Messaging

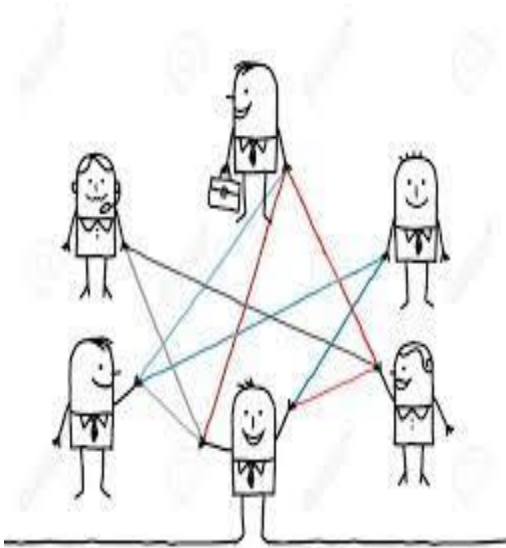


Emails

# The challenges of hybrid?

# Training, mentoring and support

## New starters



How did we make them feel connected ?

Part of a team and monitor progression



# Training, mentoring and support

Existing staff



# Hybrid positive



# The business

What did we need



# The practical side

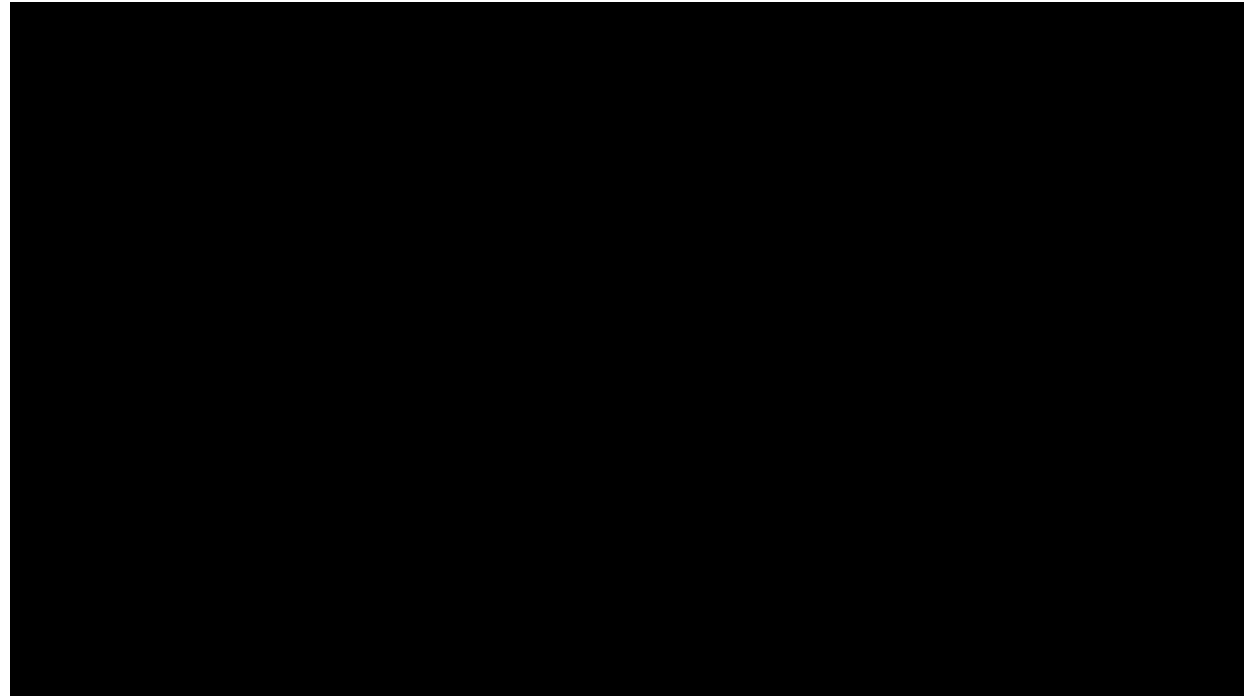
## Safety first and introduction to the office

Office Attendance Schedule

ing "Date in Swansea Office" field Filter Sort Color Share view

Month 2 week Week 3 day Day

Mon	Tue	Wed	Thu	Fri	Sat
28 Adam	29 Jack	30 Emily	1 Lloyd	2	3
Georgia	Hannah	Lloyd	Josh K		
+3 more	+3 more	+7 more	+4 more		
5 Adam	6 Jack	7 Lois	8 Hannah	9 Lloyd	10
Stew	Adam	Demi	Millie	Georgia	
+3 more	+4 more	+1 more	+3 more	+2 more	
12 Lloyd	13 Paige	14 Lois	15 Millie	16 Lucy	17
Jack	Adam	Demi	Hannah	Nicole	
+3 more	+5 more	+6 more	+4 more	+5 more	
19	20 Jack	21 Demi	22 Hannah	23 Georgia	24
	Paige	Lois	Emily	Millie	
	+4 more	+7 more	+5 more	+2 more	
26 Lucy	27 Jack	28 Demi	29 Lloyd	30 Josh K	31
Nicole	Lucy	Lois	Lucy	Jack	
+2 more	+1 more	+6 more	+3 more		



# The employees

What did they need



Wellbeing support and services have been crucial to making sure the Crunch team are looking after their mental health and general well being.

# What do young employees want ?

# Feedback from young employees

*What training / support do you think would be beneficial for people leaving school who are going straight into full time employment?*

Having a coach outside out the work environment for check-ins

Time management

Dealing with constructive criticism

Learning about how to handle your finances.

How to overcome anxiety

Workplace etiquette

Relationship building skills

Pension options

How to deal with different personalities

Resilience skills

# Feedback from young employees

*What do you think the hardest thing is about working away from the office in a new job ?*

Harder to build relationships as your not seeing them in person

Anxious about going into the office as when working from home you speak to people about work but in the office you with people for the full 8 hours rather than a 20 minute call and have different interests

You can't connect with the whole time the same as you would be able to do if you start working from office.

The hardest thing is trying to make a personal connection with colleagues that you have never met. Some people can be extremely shy when it comes to video/phone calls and it creates a slight block



# Insights

# What have we seen from our young employees

*Do you think working towards a career plan is important?*

Yes as it keeps you motivated and striving towards where you want to be rather than just seeing it as a job as people will begin to do the bare minimum.



I personally believe working towards a career is vital. Having both short and long term goals within work allows me to stay focused and motivated to continue to progress through the company

Absolutely, working on a career plan helps you to monitor progress and personal development.



Yes, it helps you improve yourself and understanding of what you do



# What have we done

## Nurturing the talent

Our staff surveys have provided us with invaluable insights. Young employees are focused on their futures and want a leader & mentor. Not just a manager.

At Crunch we have introduced structured career plans encouraging and mentoring our young employees.

Crunch consists of multiple departments, as soon as employees pass their settling in period we initiate next step chats.

Milestones are set and opportunities are given to the employee to gain skills, experience and confidence in preparation for them to grow within the business.

# Case Study

# Meet Josh

## Career development within hybrid working conditions

Fresh out of university with very little work experience under his belt, Josh joined Crunch as a Trainee Delivery Specialist in March 2020.

That day we packed up and sent everyone to work from home in line with Government Covid guidance.

After an intense six months of remote training and virtual team bonding, we asked Josh where he would like to be in twelve months time.

Josh expressed an interest in moving over to the Solutions team within Crunch.



# The plan for Josh

## Career development within hybrid working conditions

We agreed that Josh would be given opportunities to shadow the Solutions team to have a taste of life in Solutions.

Over the next 12 months, Josh's workload in the Delivery team was reduced as he took on Solutions tasks.

Regular catch up's were booked in to see how he was getting on and what support he wanted.

Once a vacancy came up in the Solutions team, with the experience and knowledge Josh has acquired over the previous 12 months Josh slotted straight in.



# Q&A

**All done – thanks for listening**

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