



Human Resources in Publishing

A research study for The Publishing
Training Centre conducted by BML

Summary of findings from publishing HR
departments

March 2009



Project background



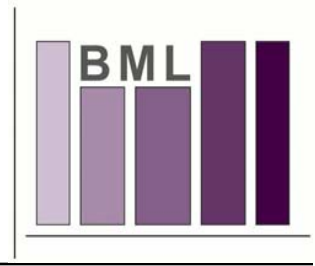
- PTC is funding a research project to examine in detail how book and journal publishers recruit, develop and retain their staff
- backed by the Publishers Association, Independent Publishers Guild and Association of Learned and Professional Society Publishers
- working group from consumer and academic publishers to help steer the research on behalf of the wider publishing community

Project objectives



- **To provide the publishing industry with information that will assist in developing approaches and methods/schemes for the better/more effective recruitment, development and retention of staff**
- To set benchmarks in these broad areas to allow analysis of trends over time

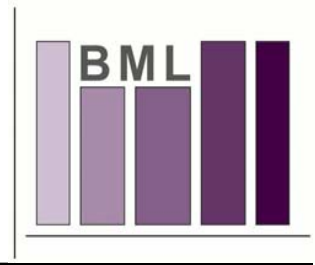
What do we want to find out?



- Recruitment processes
- Staff skills and development
- Staff retention
- Staff numbers and efficiency
- Barriers to entry to the profession
- Barriers to staff retention
- Methods of overcoming barriers



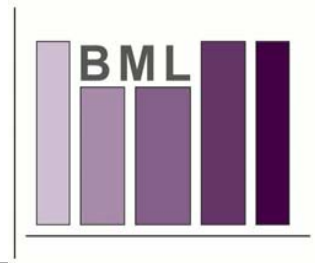
Project scope



To completely fulfil all objectives requires obtaining information from a variety of sources:

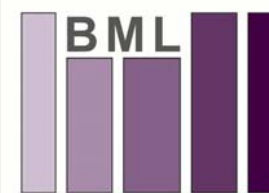
- HR departments of publishers
- Directors of/student on/recent graduates of publishing courses at universities
- Students on non-publishing courses whose skills might be beneficial/required by industry eg English, Marketing, IT,
- New employees in publishing houses
- Staff who have recently left publishing houses
- 'One-company' employees
- Other non-HR staff in publishing companies (eg senior managers who are HR clients; other staff who can provide views on aims, development, etc)
- Other organisations/companies eg recruitment agencies, CIPD, SYP, etc

Stage 1 methodology



- Online study among HR departments, developed in consultation with project steering group
- Invitations to participate through PTC, PA, IPG, ALPSP, Publishing HR Group

Stage 1 respondents



33 interviews completed during December 2008-January 2009

	Small 1- 50 staff	Medium 51-500 staff	Large 501+ staff	Total
All/mainly trade/consumer	5	6	2	13
All/mainly educational/professional	4	4	5	13
Trade/educational combination	1	2	4	7
TOTAL	10	12	11	33

Publishing type



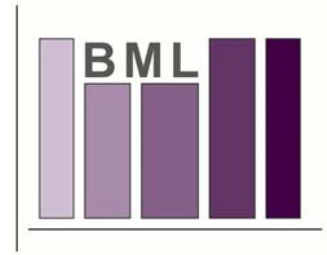
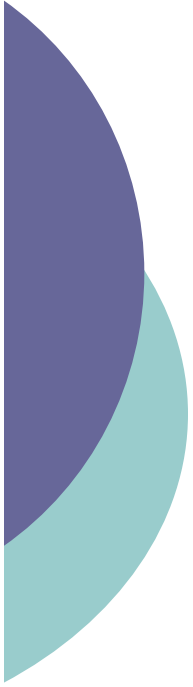
	Small	Medium	Large	Total
Trade: All/mainly adult	5	3	2	9
All/mainly children's	1	3	0	4
Combined	0	2	4	6
Education: All/mainly books	4	1	2	7
All/mainly journals	0	3	0	3
Combined	1	2	7	10
Total	10	12	11	33

NB. 7 respondents who combined trade and educational publishing are included under both headings in this table, hence sum of columns > column totals

Notes



- Results analysed both by company size and by publishing type
- Significant variations according to size are indicated
 - though care needs to be taken because of the small bases
- No significant differences attributable to publishing type, so not shown here
- Questions ask respondents to indicate variations by level, defined as:
 - Senior = senior management
 - Middle = middle management, department heads, etc
 - Junior = all other staff



Recruitment methods

Most effective methods

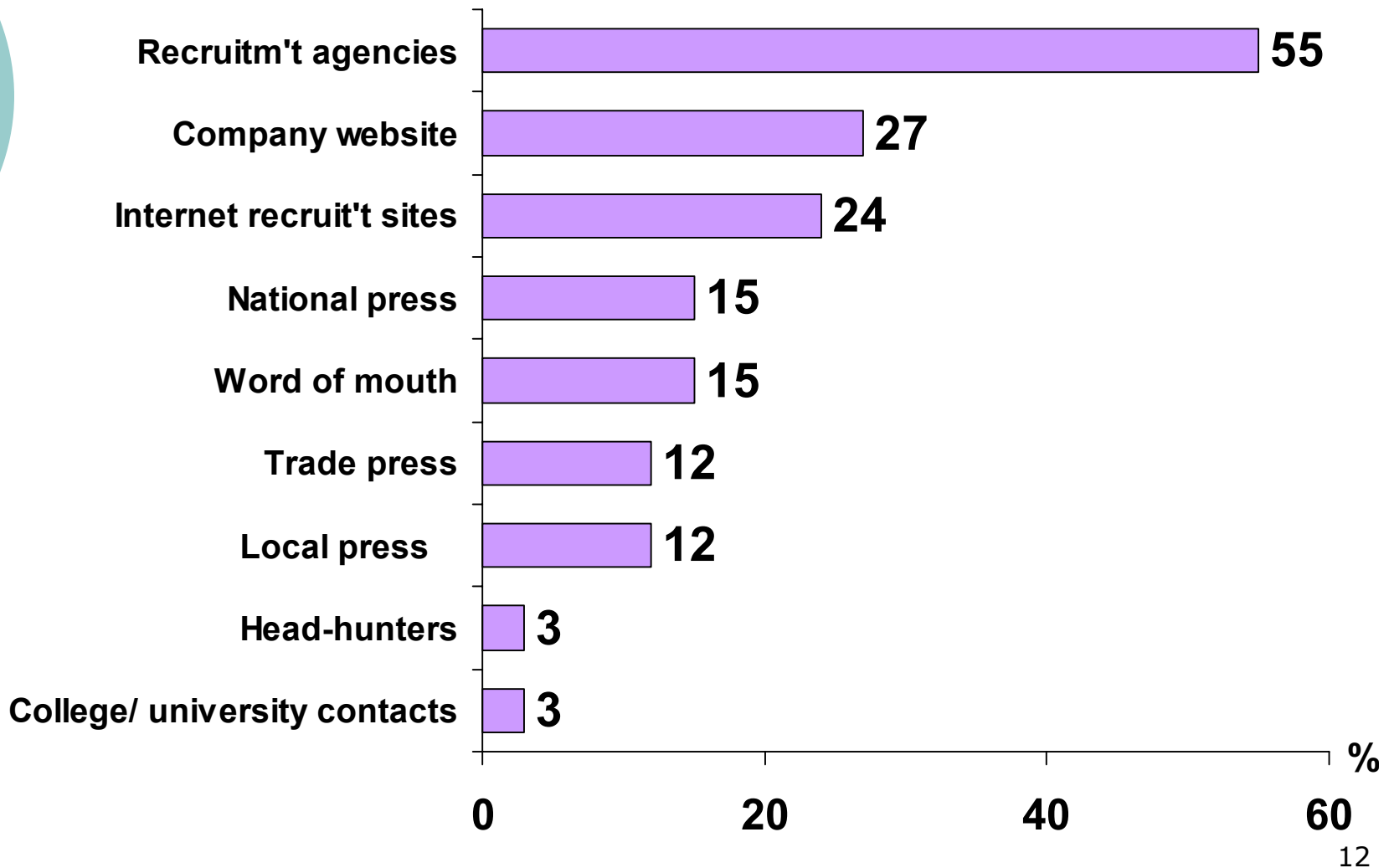
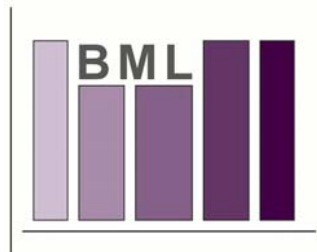
When recruiting staff, which 2 methods do you consider to be most effective overall, and at each of the levels shown?



- Recruitment agencies the most effective overall
 - followed by company website and Internet recruitment site
- Head hunters first for senior
 - followed by recruitment agencies, word-of-mouth and national press
- Recruitment agencies first for middle
 - followed by trade press and Internet
- Company website first for junior
 - followed by Internet recruitment and agencies

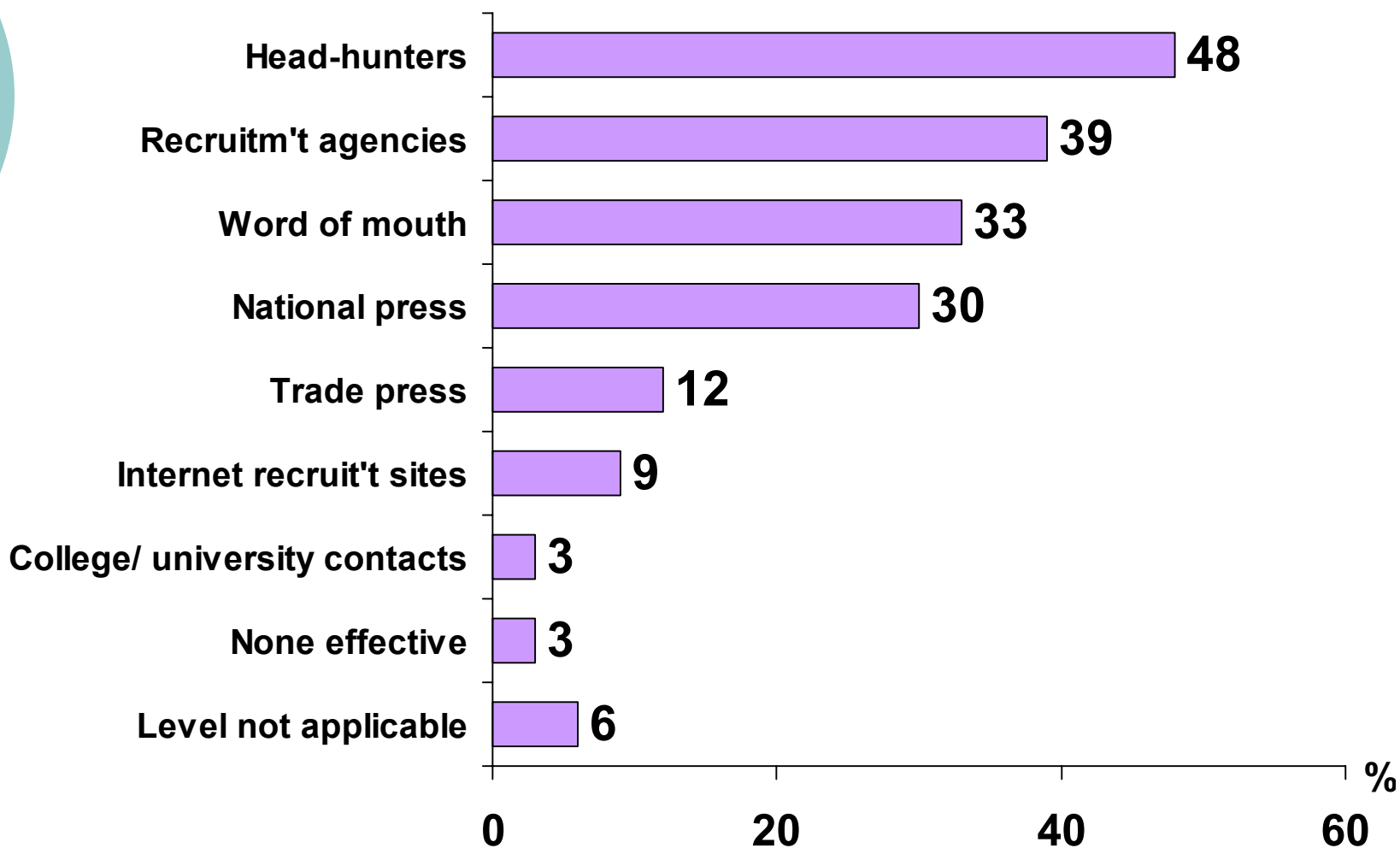
Efficacy of methods (overall)

When recruiting staff, which 2 methods do you consider to be most effective overall, and at each of the levels shown?



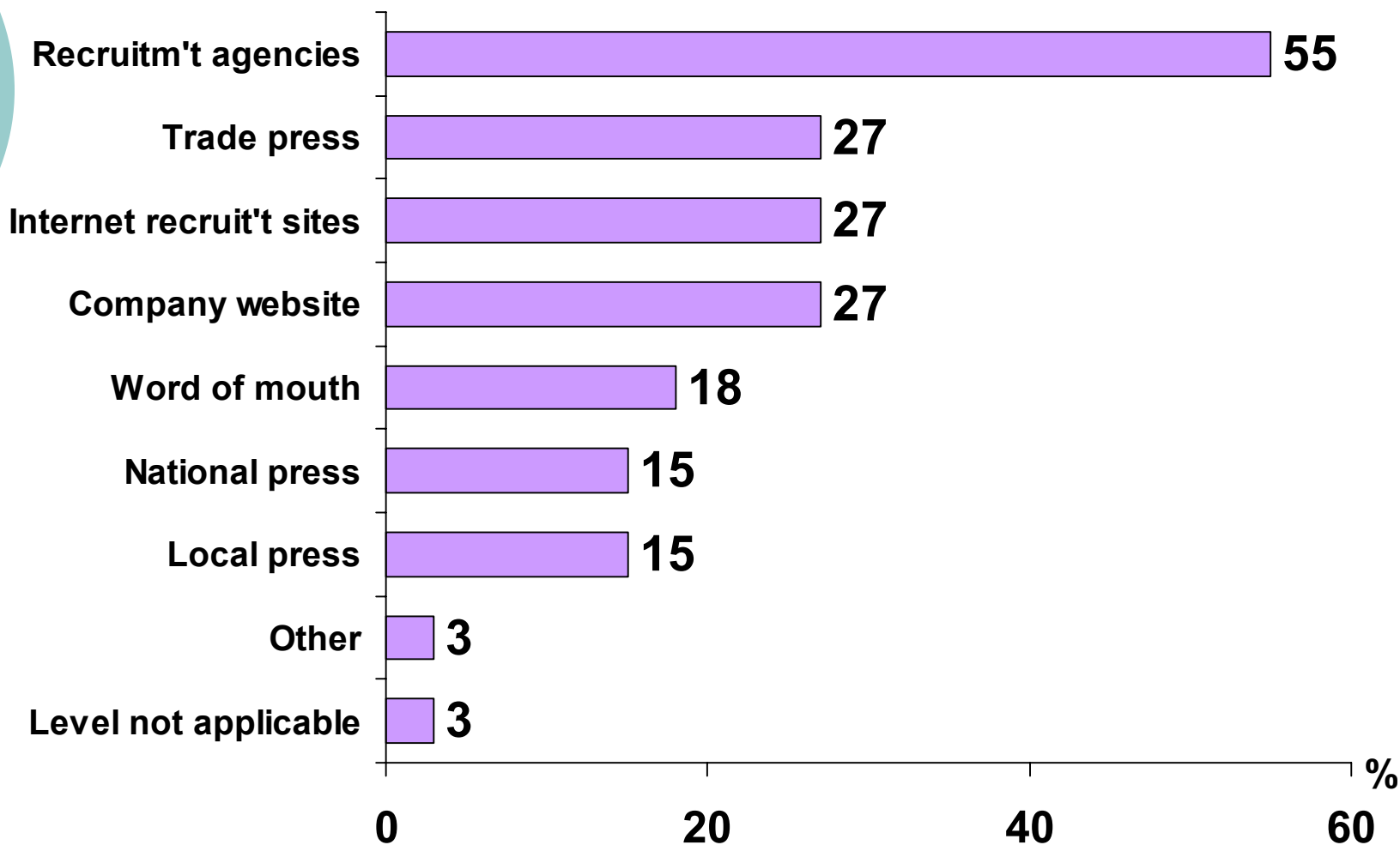
Efficacy of methods (senior)

When recruiting staff, which 2 methods do you consider to be most effective overall, and at each of the levels shown?



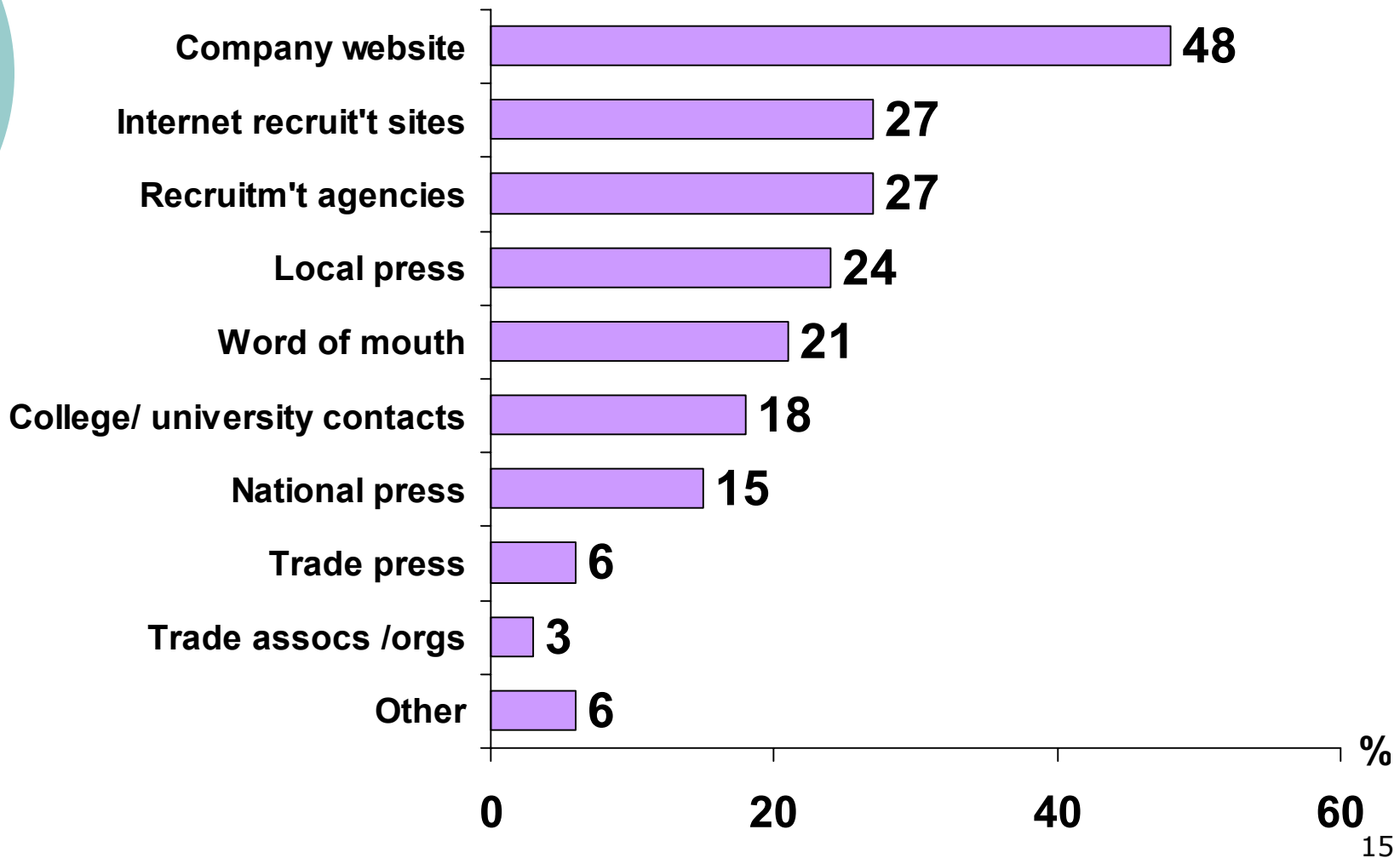
Efficacy of methods (middle)

When recruiting staff, which 2 methods do you consider to be most effective overall, and at each of the levels shown?



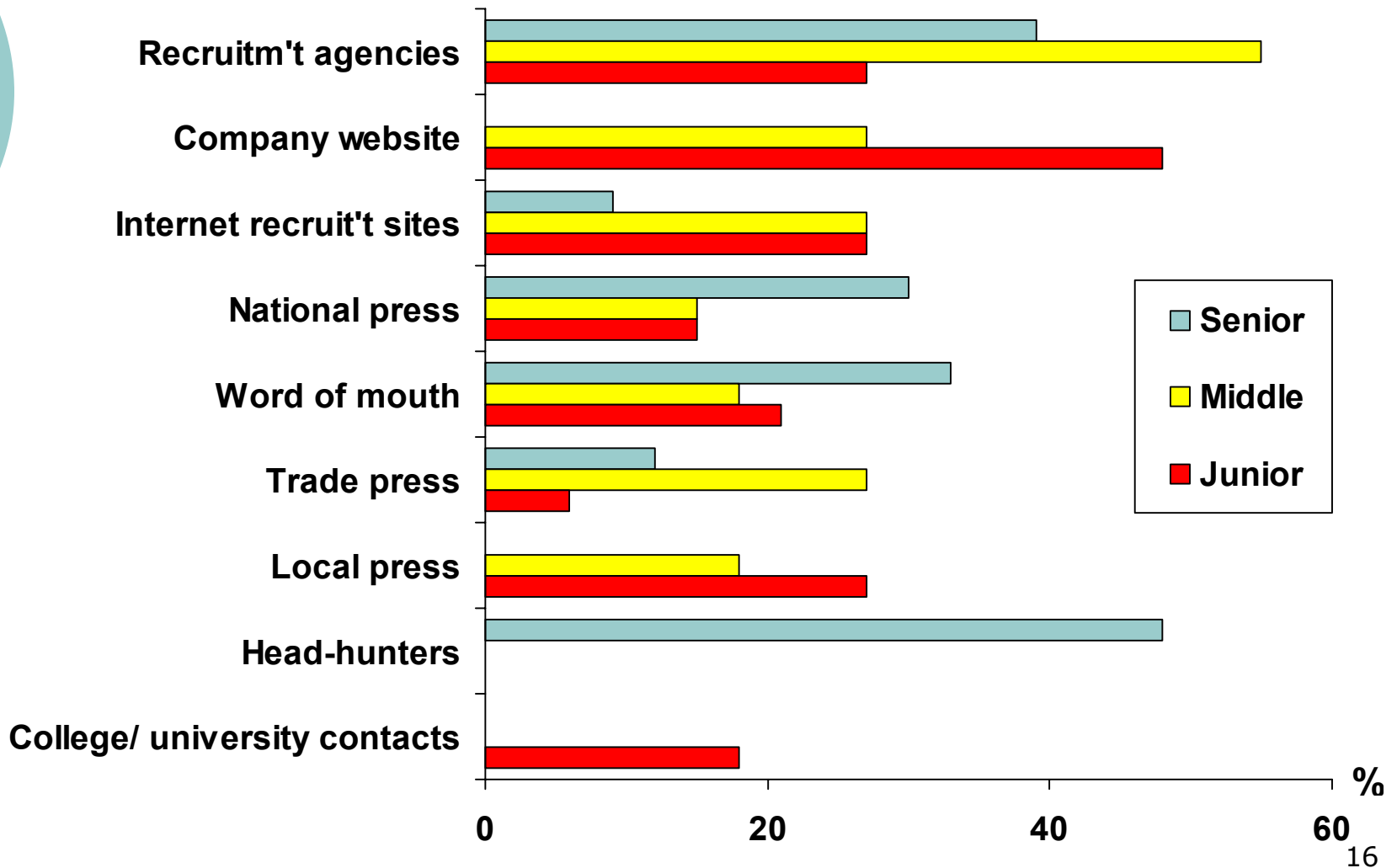
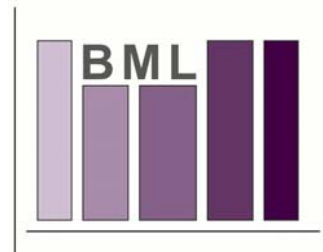
Efficacy of methods (junior)

When recruiting staff, which 2 methods do you consider to be most effective overall, and at each of the levels shown?



Efficacy of methods (combined)

When recruiting staff, which 2 methods do you consider to be most effective overall, and at each of the levels shown?



Most effective methods

Major variations by size



- Recruitment agencies especially mentioned:
 - medium companies for junior staff
 - large companies for middle
- Company's website for:
 - large companies for all/junior
- National press for:
 - medium/large for senior
- Word-of-mouth for:
 - small for all/middle/junior
- Head hunters for:
 - medium/large for senior

Efficacy: Major variations within company size



	Small	Medium	Large
Recruit Agencies		Junior	Middle
Own website			All Junior
National Press		Senior	Senior
Word of Mouth	All Middle Junior		
Head Hunters		Senior	Senior

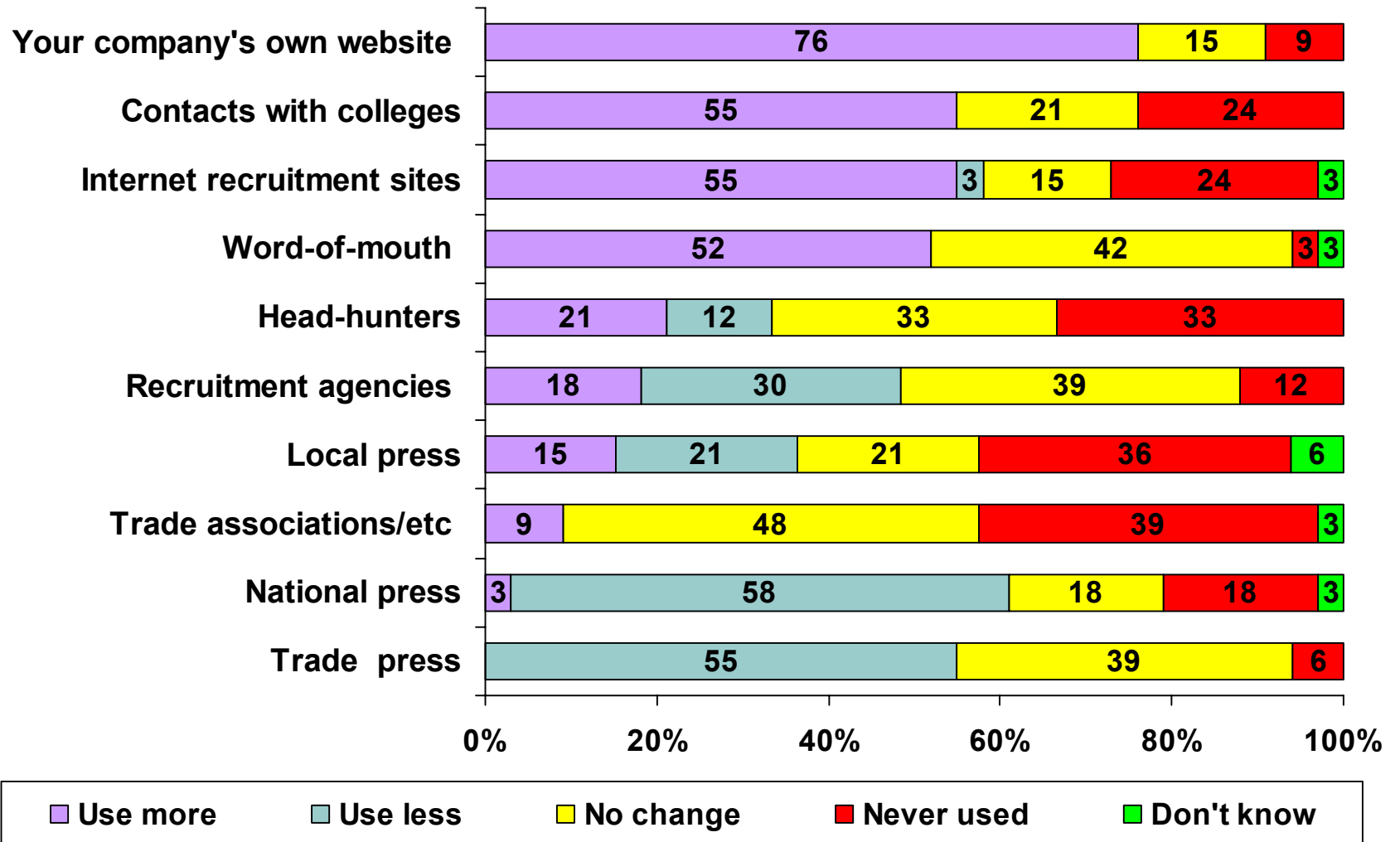
Changes in methods



- Decreasing use of national and trade press
- Increasing use of own website, Internet recruitment sites, contacts with colleges and word-of-mouth
- Other methods used
 - Work experience: 2 use more
 - Employee referral schemes: 2 use more
 - *The Bookseller* website: 1 uses more

Changes in methods

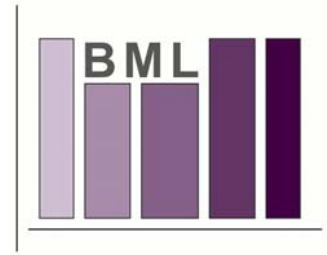
What changes, if any, has your company made to its methods of external recruitment over the past few years?



Changes in methods: Major variations by size



	Small	Medium	Large
Own website	up	up	up
College contacts	not use	up	up
Internet Recruit	not use	up	up
Head Hunters	not use		
Recruit Agencies		down	
Local Press	not/up		
Trade Assocs	not use	not use	
National Press	not use	down	down
Trade Press		down	down



Recruitment problems

Recruitment problems

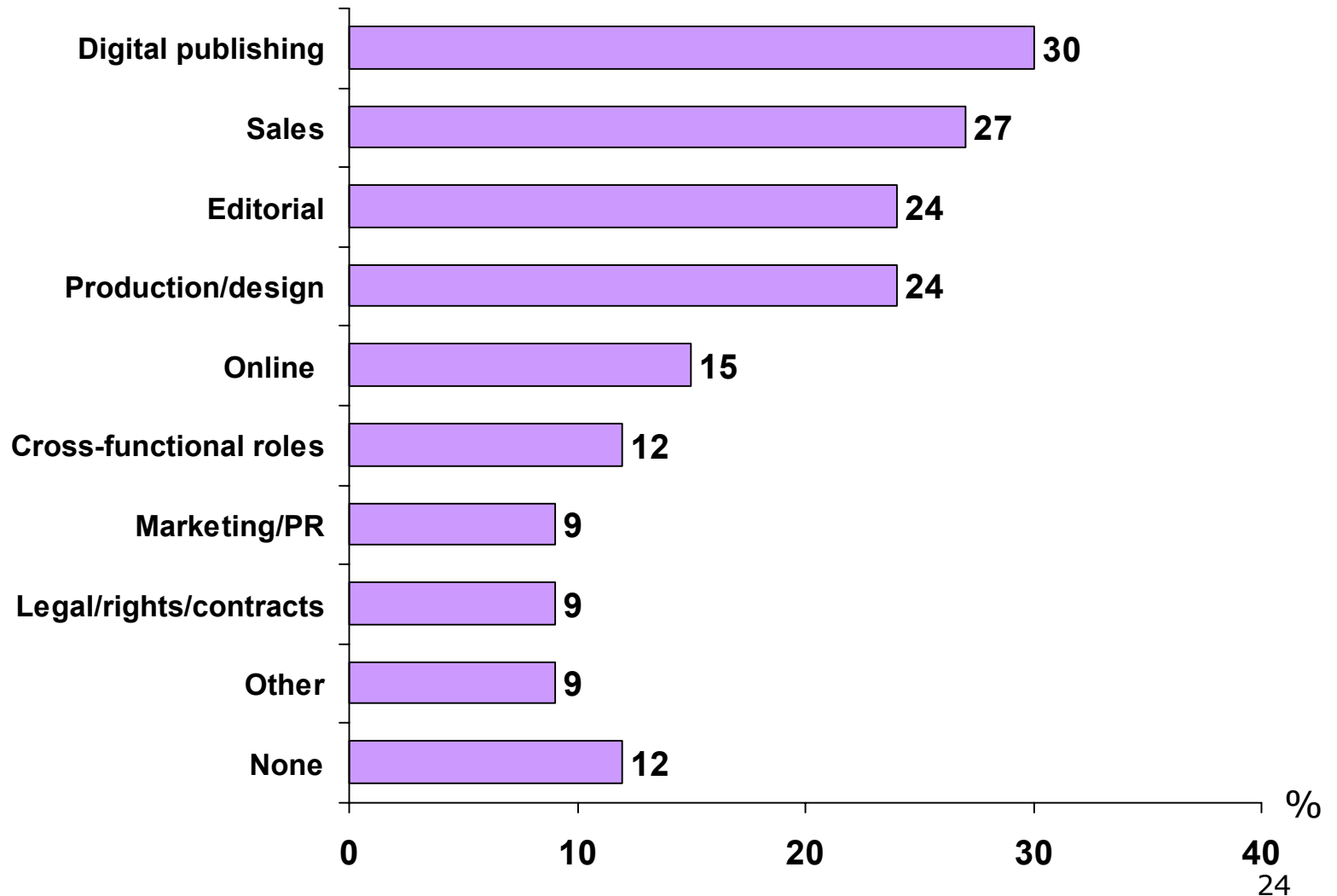
Which, if any, of the following functions/roles does your company have trouble recruiting?



- The function/role which causes the greatest problem (for 30%) is digital publishing
 - especially affects large companies,
 - not an issue for small companies
- Around 25% mention problems with sales (especially large companies), editorial (small and large) and production/design (medium)
- Online functions are of concern to medium (25%)
- Cross-functions are of concern to small (20%)
- Legal/etc are of concern to large (18%)
- 12% say they have no problems with any of the functions covered
- Problems tend to be of most concern at middle levels

Recruitment problems

Which, if any, of the following functions/roles does your company have trouble recruiting?



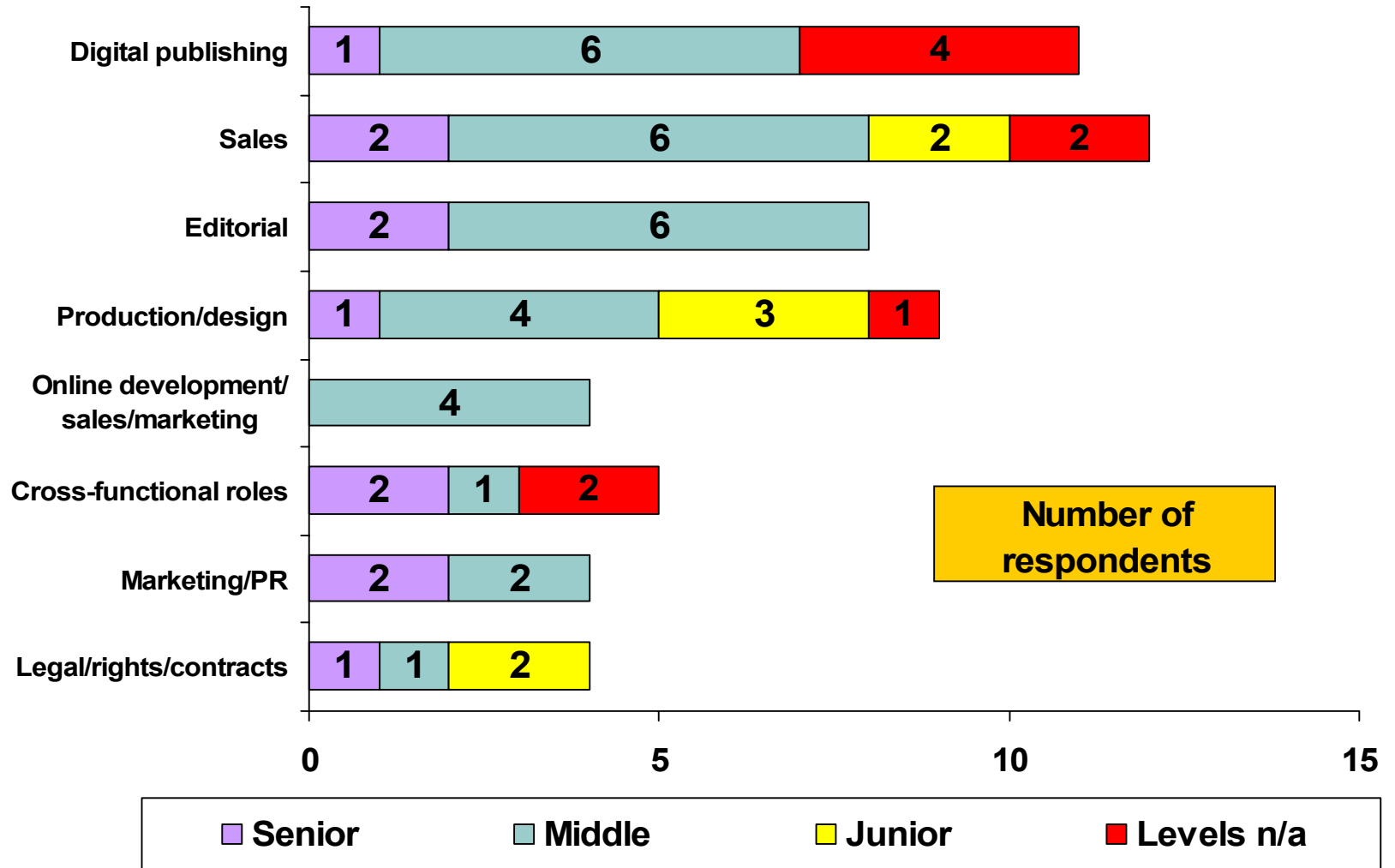
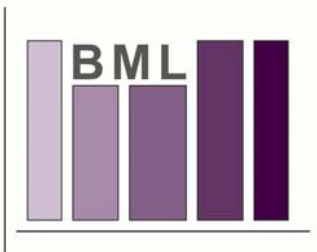
Problems: major variations by size (% within size group)



	Small	Medium	Large
Digital	0	33	55
Sales	20	17	45
Editorial	30	8	36
Production	10	42	18
Online	0	25	18
Cross-functional	20	8	9
Legal	0	8	18

Recruitment problems

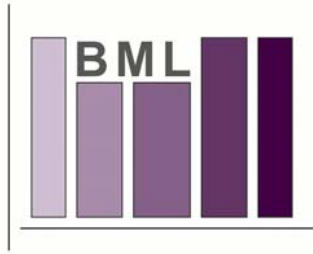
At what levels is recruitment a problem for these functions/roles?



Recruitment problems

(a) Below are possible problems you may have in recruiting new staff.
Which, if any, has your company experienced?

(b) Which, if any, have become more of a problem in the past few years

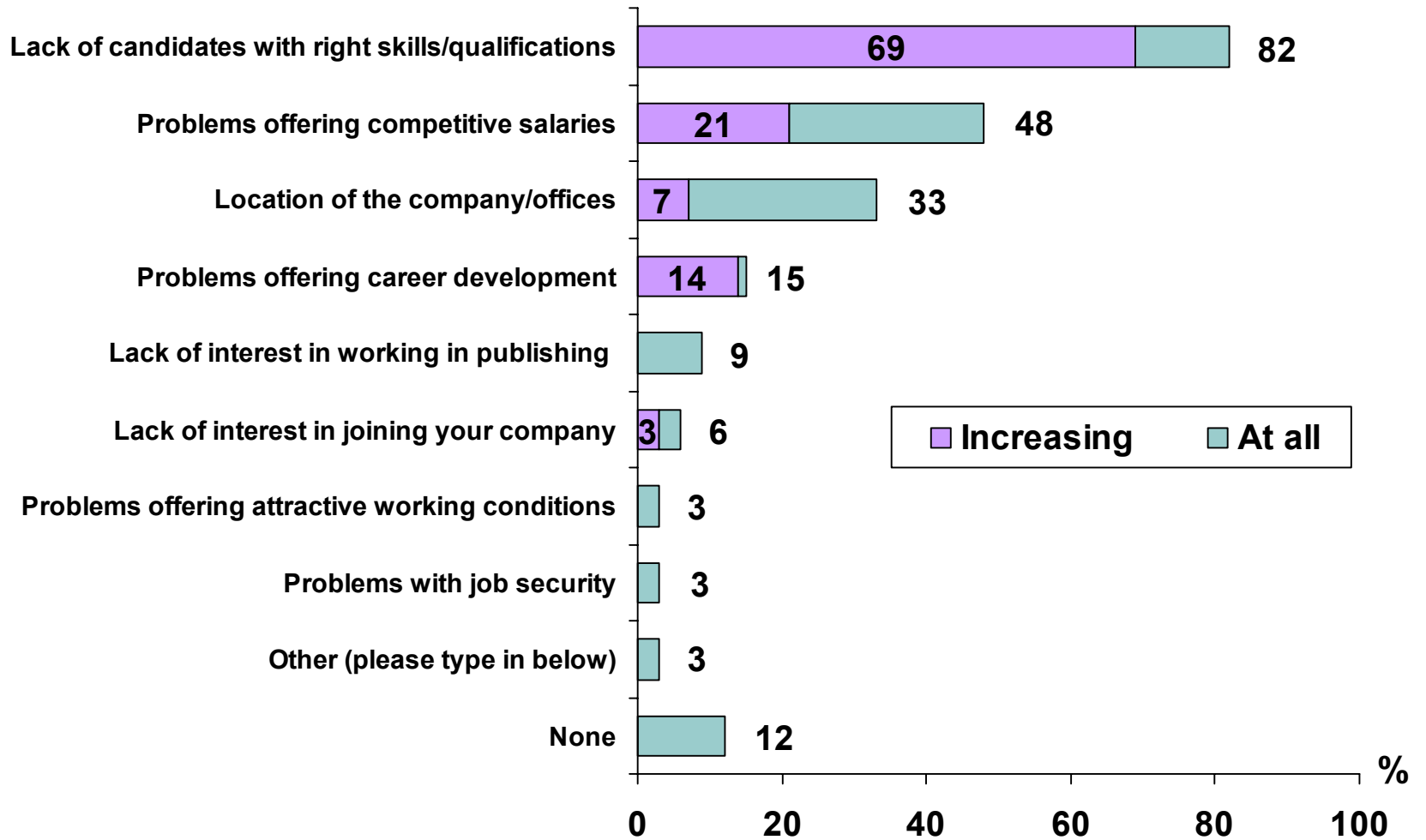
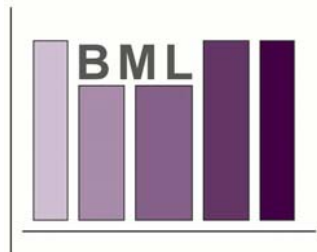


- By far the greatest problem (82%) is lack of candidates with the right skills
 - two-thirds say the problem is increasing
 - of less concern (40%) to small companies
- Nearly half have problems offering competitive salaries
 - 21% say this is increasing
 - of particular concern to large companies
- One-third say company location is an issue
 - but not really increasing
 - of particular concern to large companies
- Career development issues are a problem for 15%
 - 14% say this is increasing
- 27% of large companies see a lack of interest in the industry
- 30% of small companies don't see any of these as problems

Recruitment problems

(a) Below are possible problems you may have in recruiting new staff. Which, if any, has your company experienced?

(b) Which, if any, have become more of a problem in the past few years



Problems: major variations by size (% within size group)



	Small	Medium	Large
Problem at all:			
Salaries	20	50	73
Office location	20	25	55
Lack of interest	0	0	27
None	30	8	0
Increasing problem:			
Lack of candidates	40	75	64

Recruitment problems

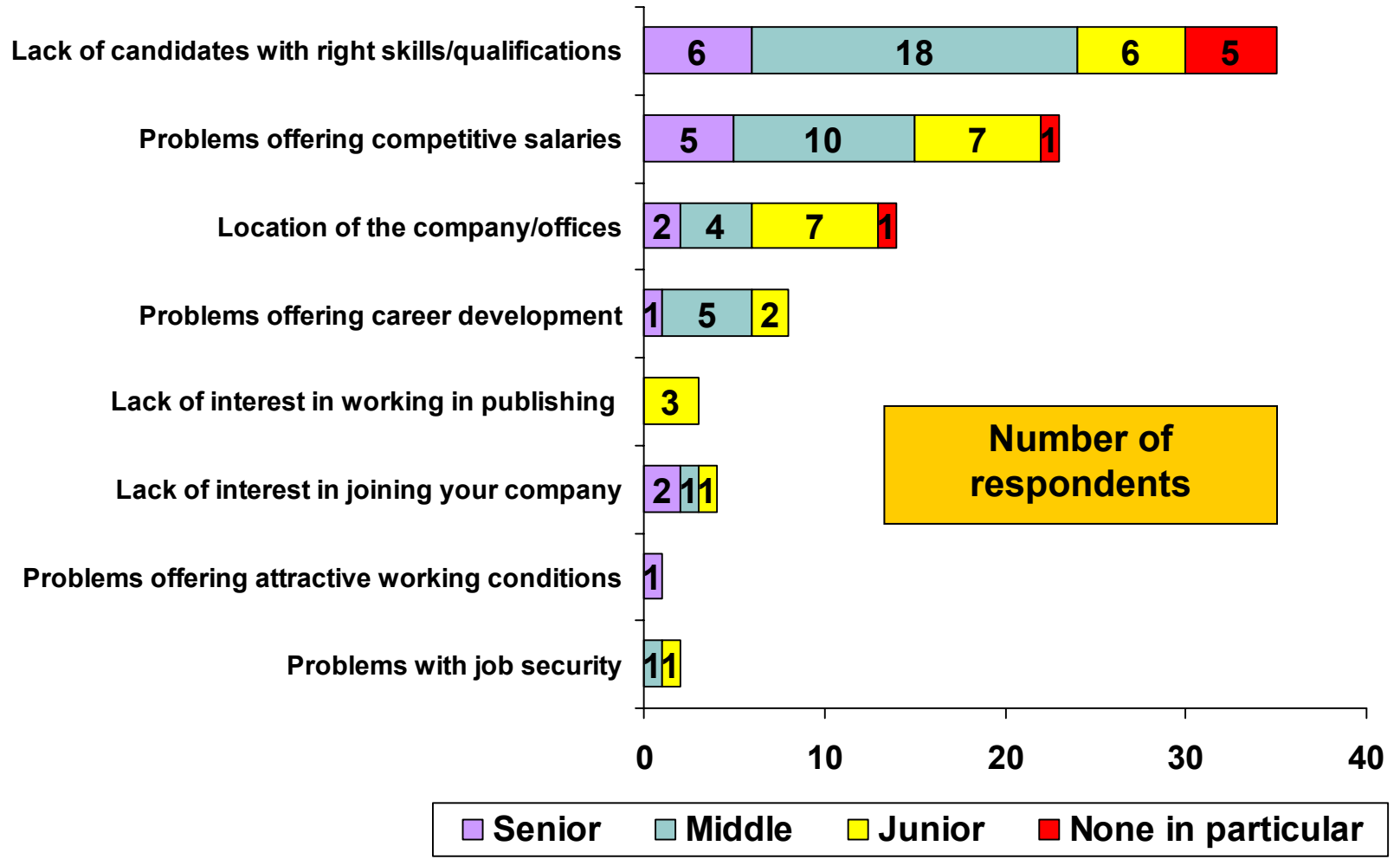
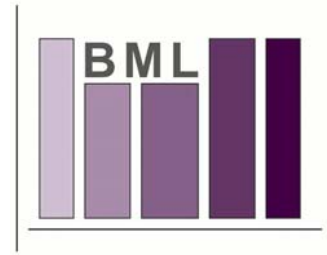
Which, if any, of the following (a) levels / (b) functions/roles are particularly affected by these recruitment problems?



- Problems tend to affect the recruitment of middle staff, but the major problems affect staff at all levels to some extent
- Lack of candidates with the right skills especially applies to editorial (36%), digital (33%) and production/design (30%)
- Competitive salaries especially affects sales (24%) and marketing (18%)
- Company location especially affects editorial staff (21%)

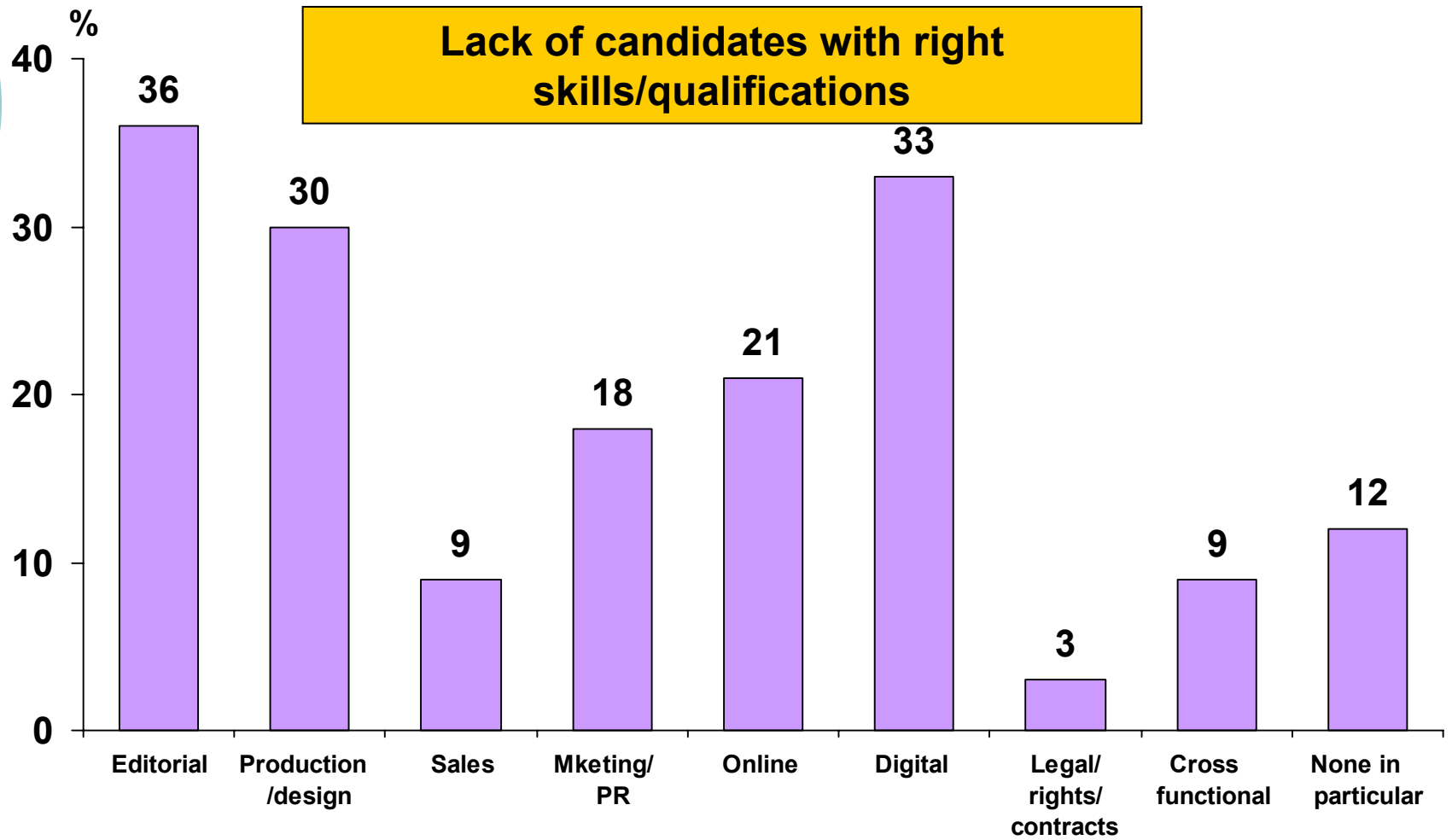
Recruitment problems

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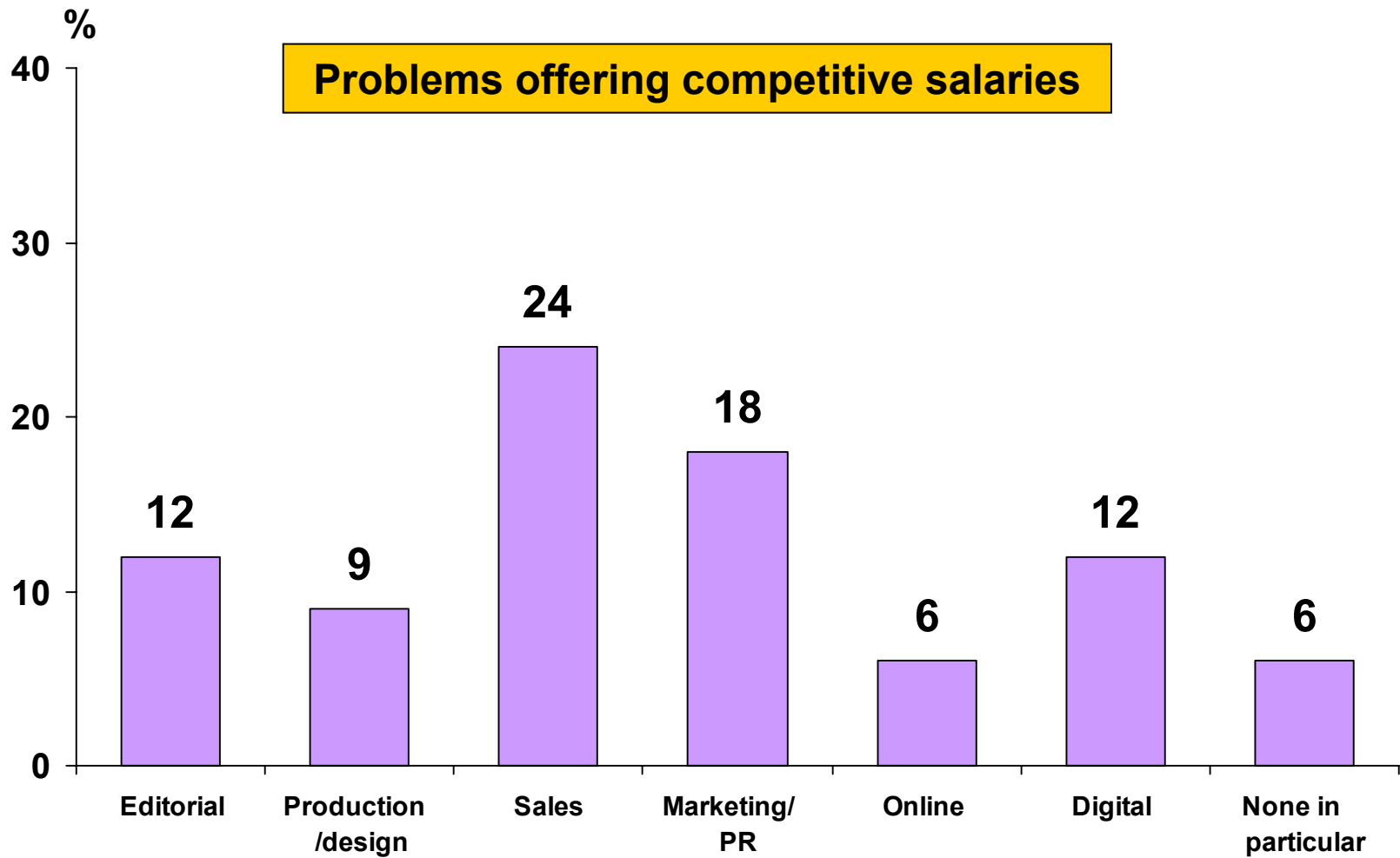
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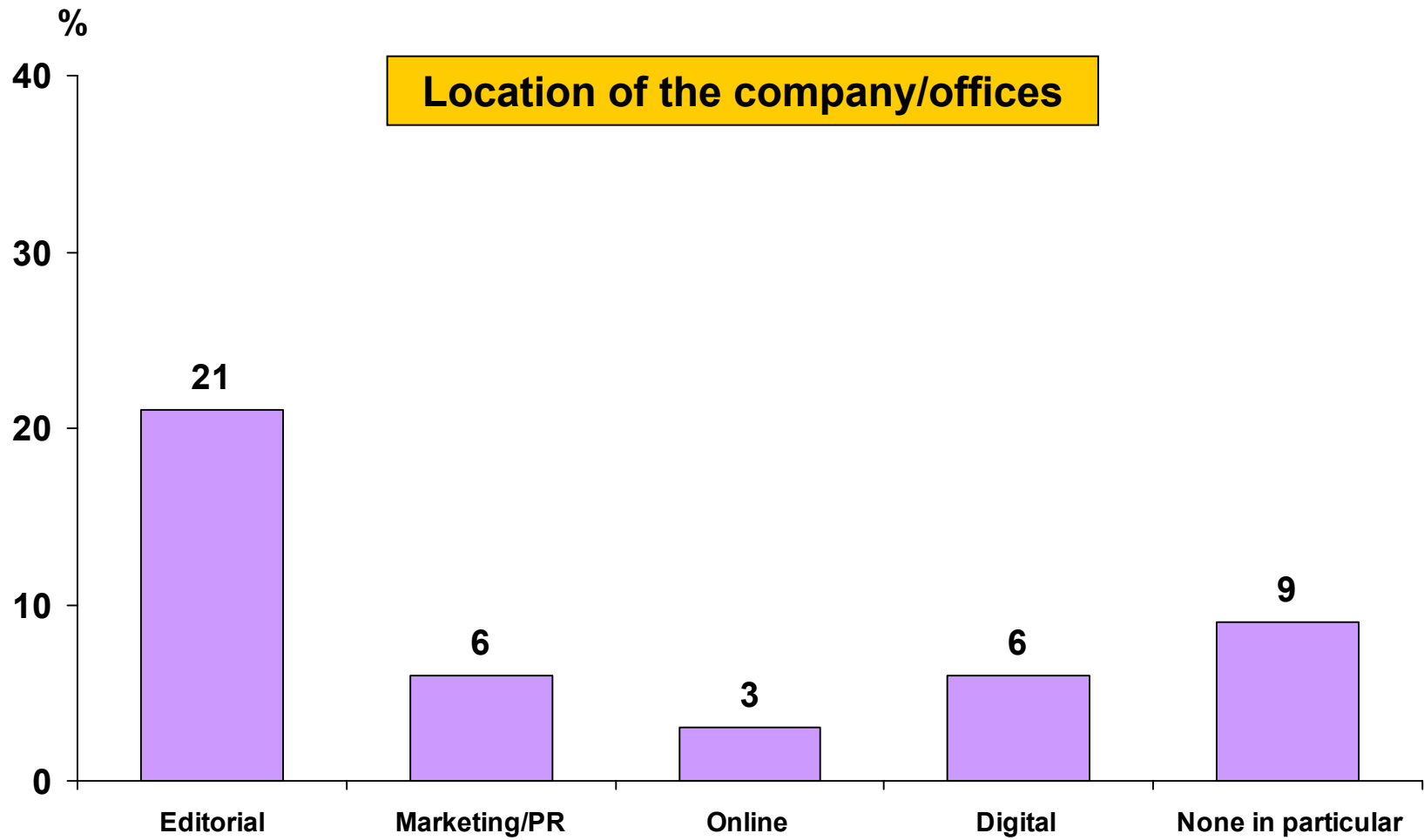
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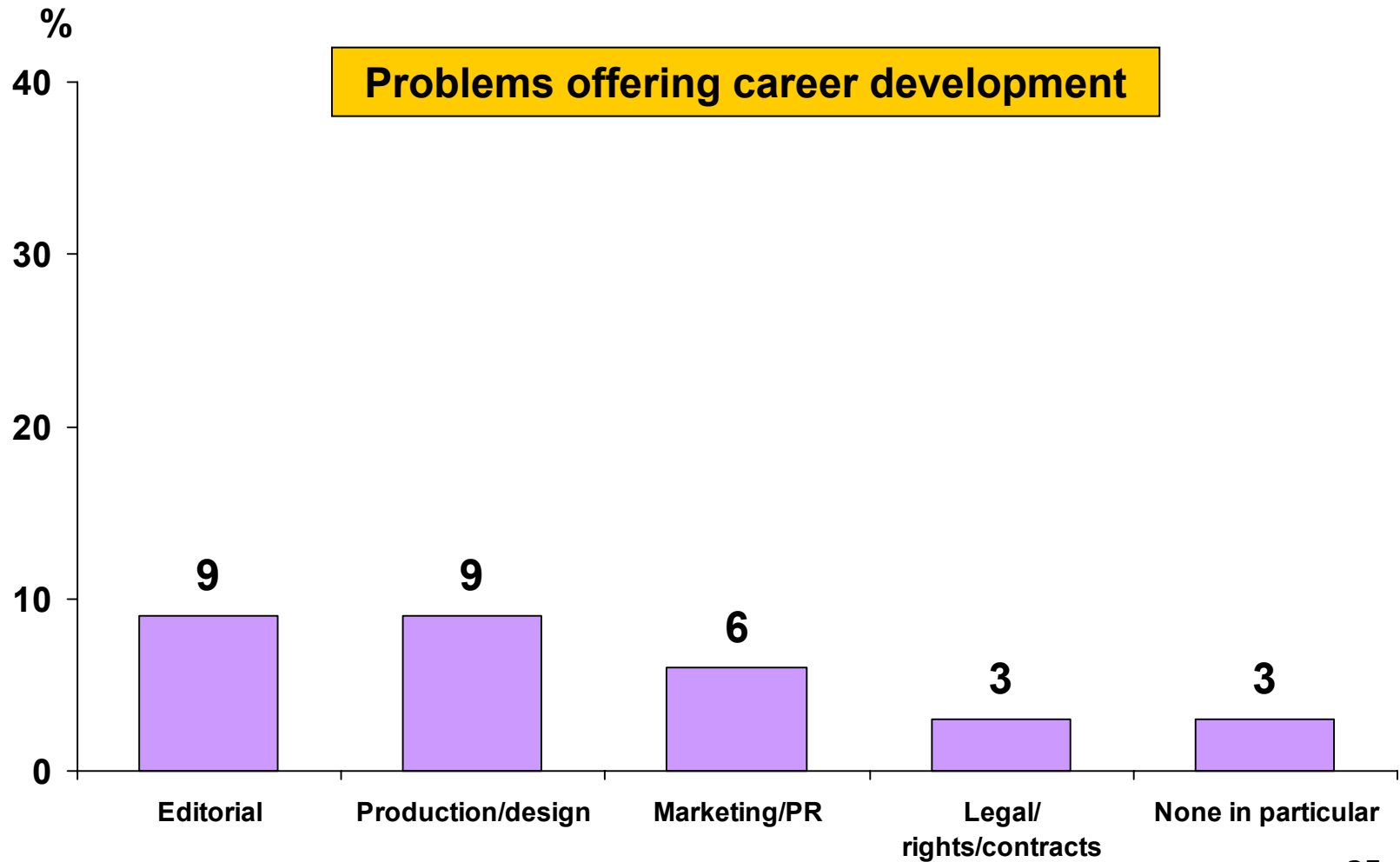
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Recruitment problems

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Barriers

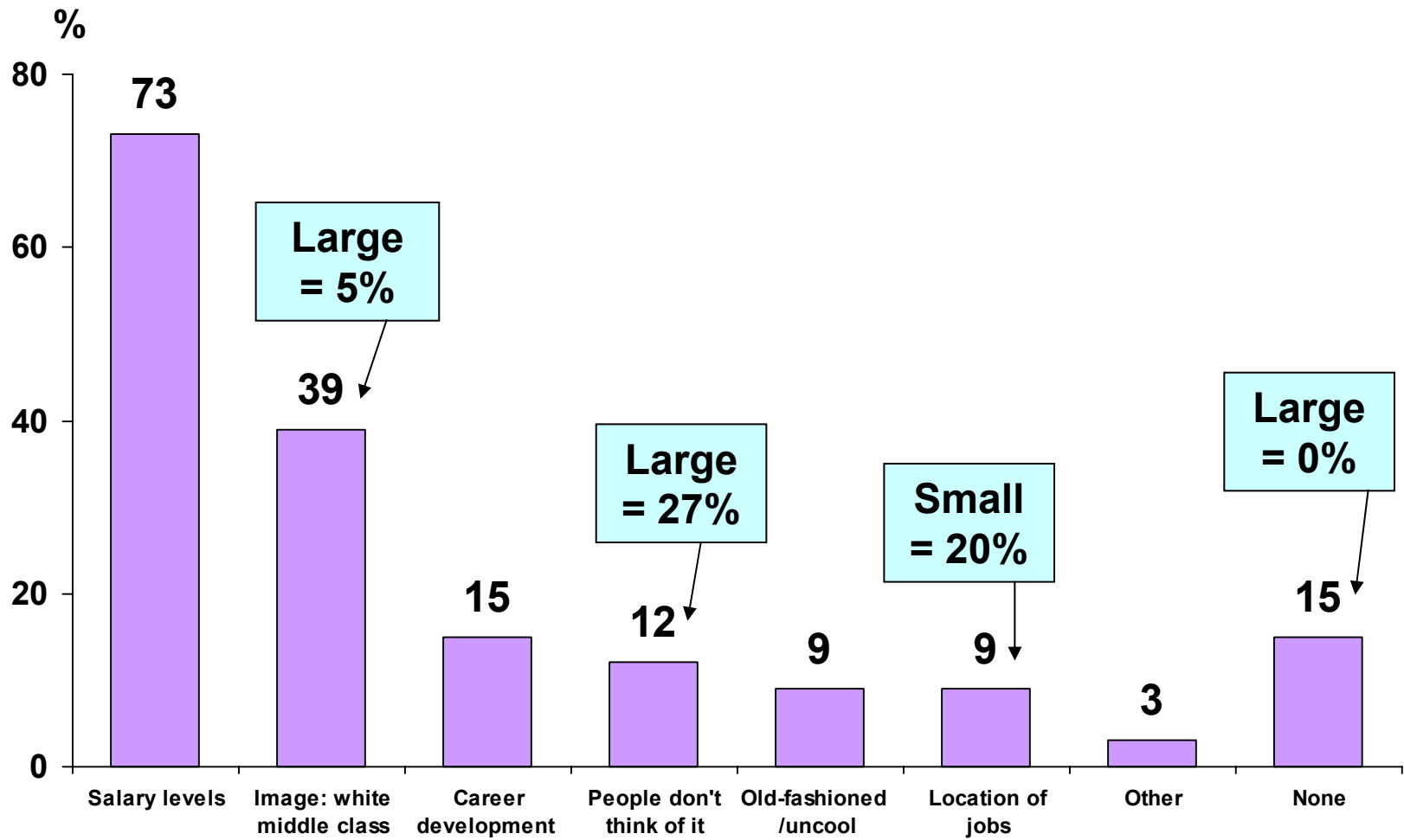
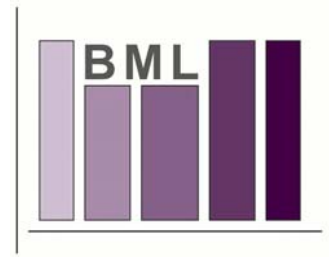
What do you see as the 2 main problems to attracting new people into the publishing industry?

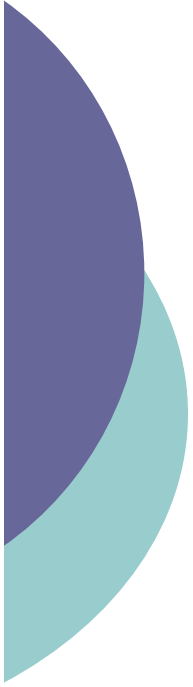


- Salary levels are clearly seen as the major barrier (mentioned by 73%)
- 39% overall (but only 5% of large publishers) think industry's white middle class image is a barrier
- 27% of large publishers (but only 12% overall) think problem is people just don't think of publishing
- 20% of small publishers (but only 9% overall) think location is a barrier
- 15% think there are no major problems attracting new people (but all large publishers think there are barriers)

Barriers

What do you see as the 2 main problems to attracting new people into the publishing industry?





Staff retention

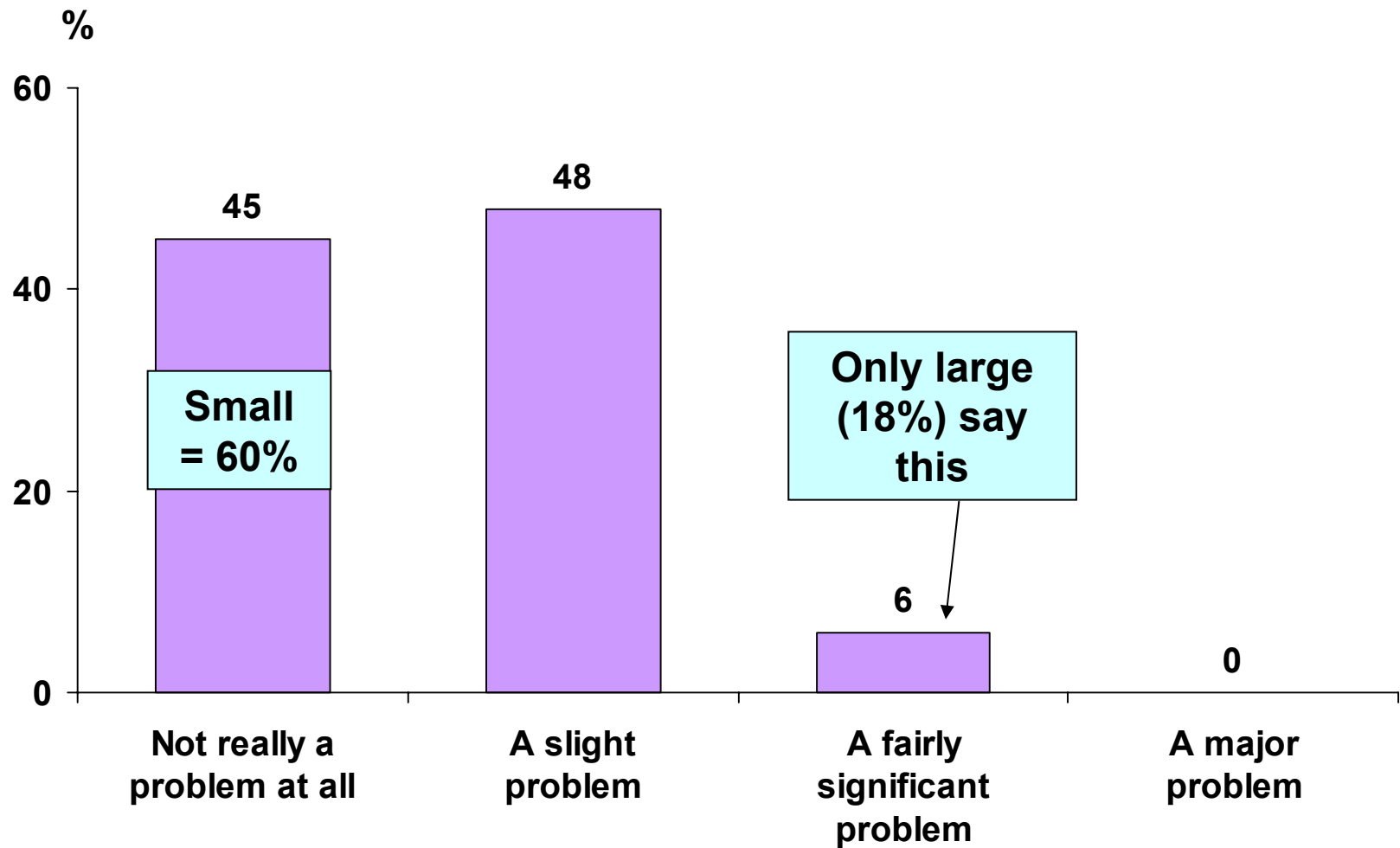
Staff retention



- Staff retention is either not a problem (45%) or only a slight problem (48%) – though 18% of large companies say it is a significant (but not major) problem
- Companies are very divided as to the trend in retention, with 42% saying it has not changed and equal numbers (27%) saying it has got better and a little worse
 - 70% of small companies say it has not changed
- Various reasons are given for why retention has improved (eg general economy, better salaries, flexible working)
- Lack of career development is the main reason why retention has declined
- Editorial (36%) and Marketing/PR (27%) are the main areas where retention is a problem, though sales is also a problem for large companies (27%)
- Retention problems seem mostly to affect junior staff

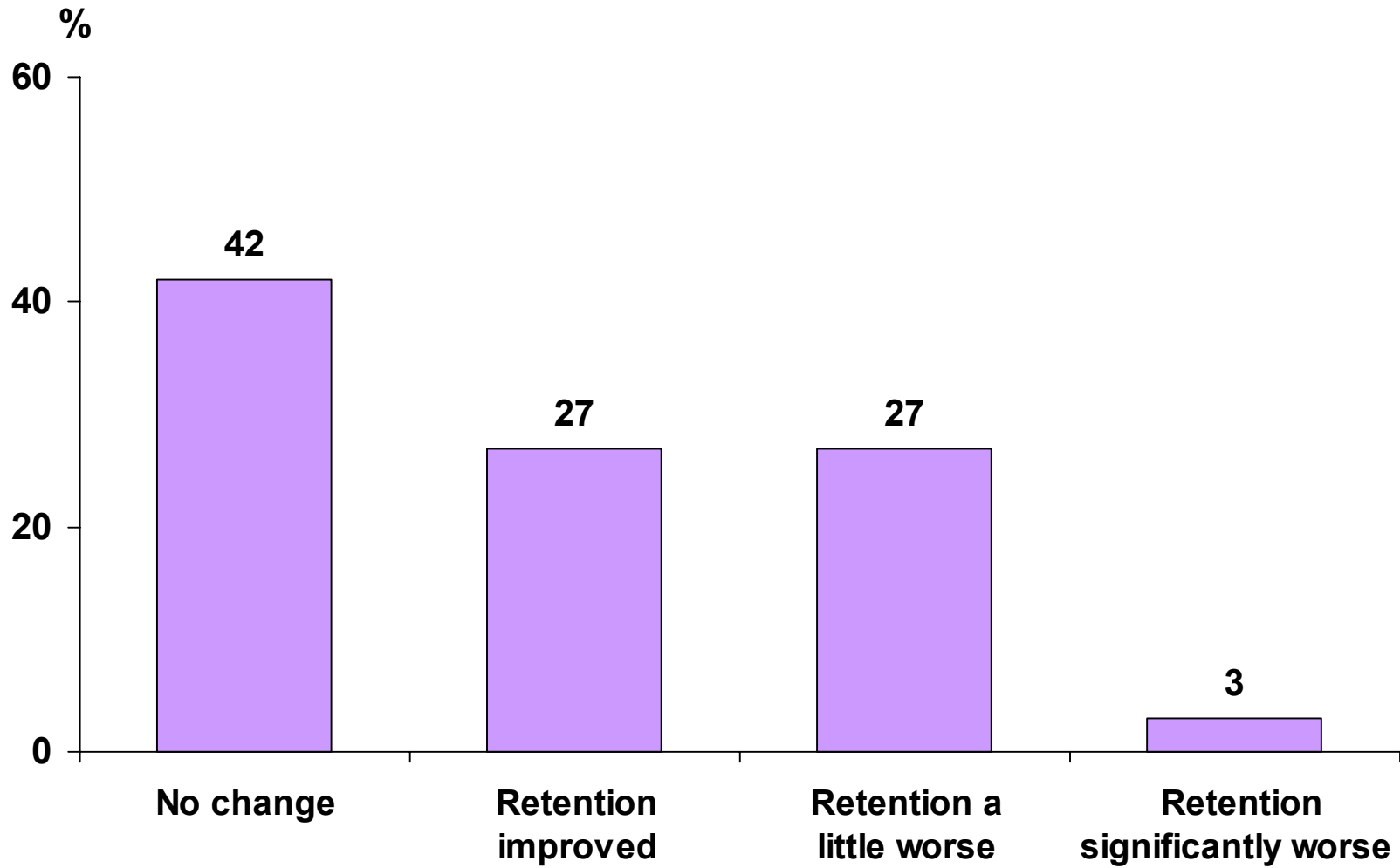
Size of retention problem

Overall, how big a problem is staff retention in your company?



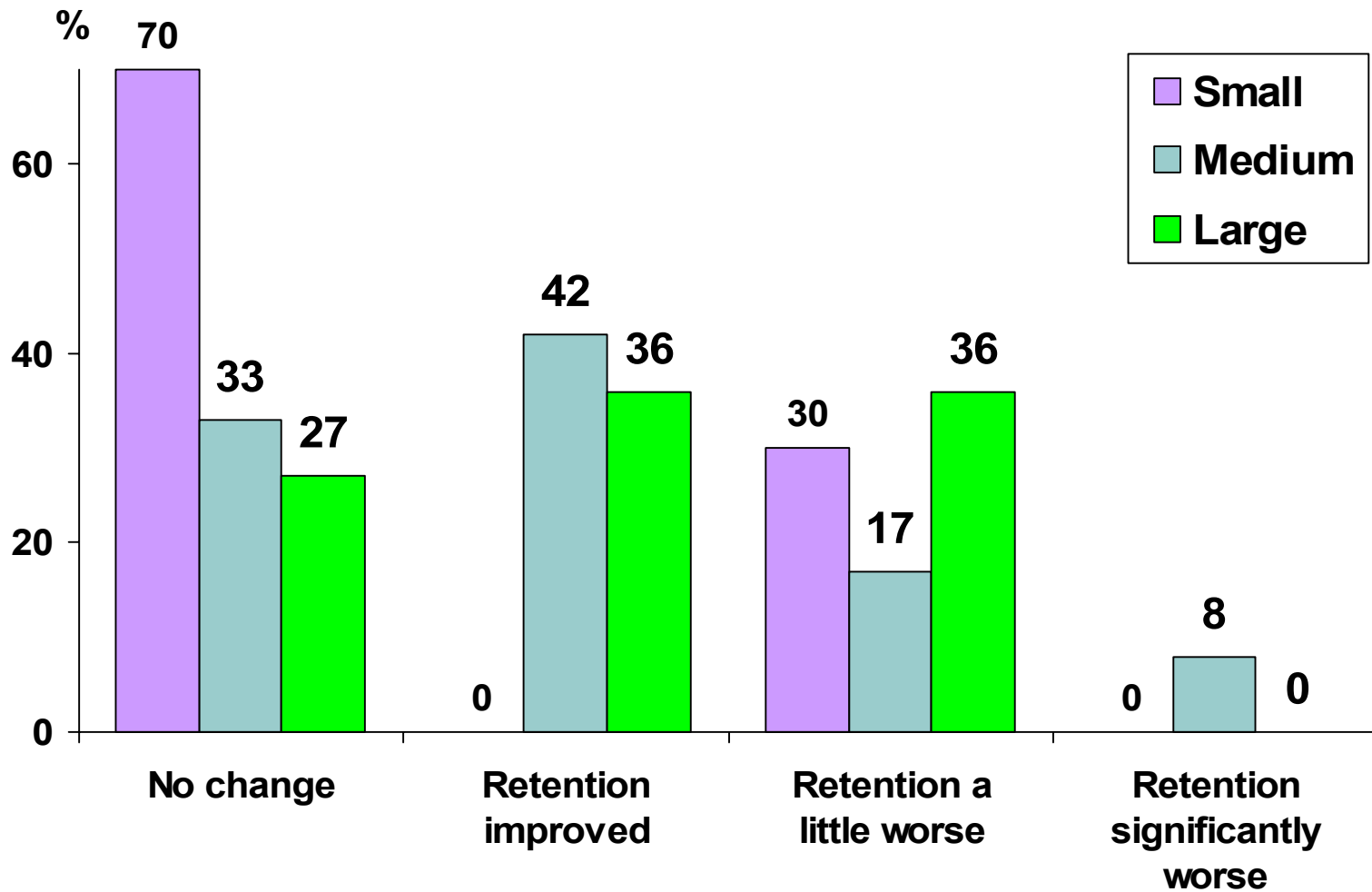
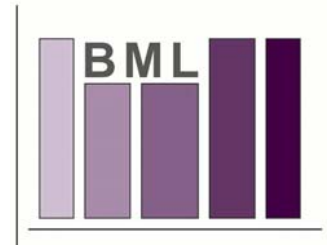
Change in retention: overall

How, if at all, has staff retention in your company changed over the past few years?



Change in retention: by size

How, if at all, has staff retention in your company changed over the past few years?



Retention trend by Current Situation



Number of respondents	Problem size			
	All (33)	Not (15)	Slight (16)	Significant (2)
Change ↓				
No change	14	9	5	0
Improved	9	3	5	1
A little worse	9	3	5	1
Significantly worse	1	0	1	0

Why retention improved (9 respondents)



- ◆ Economic situation (x3)
- ◆ Salary and benefits improvements (x3)
- ◆ Flexible working (x3)
- ◆ Improved feedback (x2)
- ◆ Others - various

The job market has restricted and there are few opportunities to attract our staff away

i) Improved remuneration and benefits. ii) (In some areas) improved salary progression scheme. iii) Improved feedback/ performance appraisal process and culture. Our 'Learning Management System' is a massively positive differentiator versus competitors

Better recruitment practices, company culture, learning and development opportunities

Adequately resourced - where staff have been overburdened, turnover has been higher

Why retention worse (10 respondents)



- ◆ Lack of career development (x7)
 - small company
 - slower growth
 - graduate expectations
- ◆ Move out of publishing (x1)
- ◆ Others – various

Uncertainty, prefer to be in larger companies with more career prospects

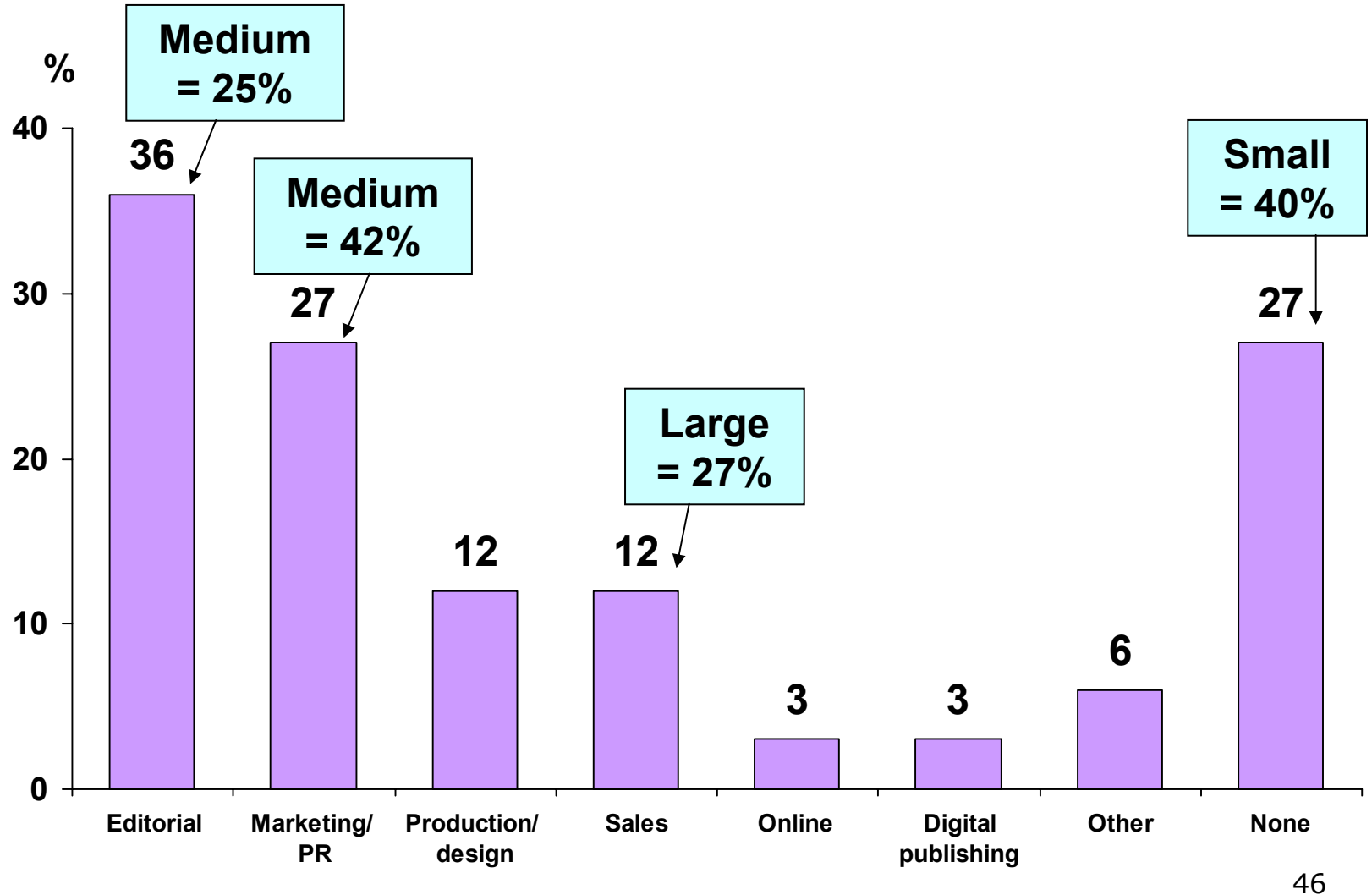
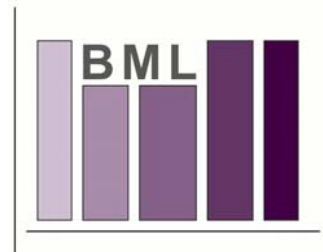
Business growth slowed so career development opportunities were not as plentiful

Long serving senior staff mean that junior staff cannot progress as quickly as they would like

Poor recruitment. Lack of defined career path. Poor managers

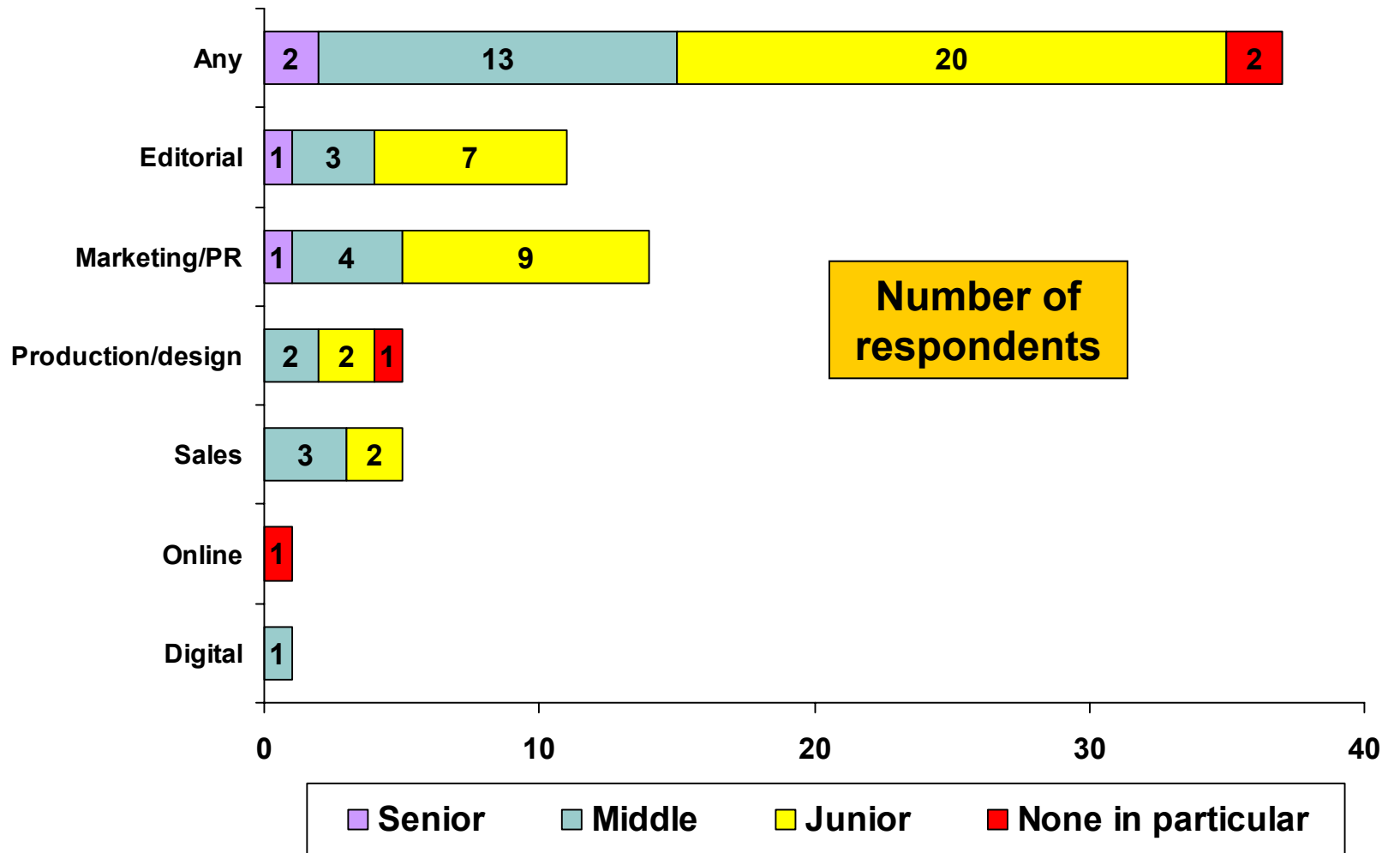
Retention problems

Which, if any, of the following functions/roles does your company have trouble retaining?



Retention problems

At what levels is retention a problem for these functions/roles?



Number of respondents

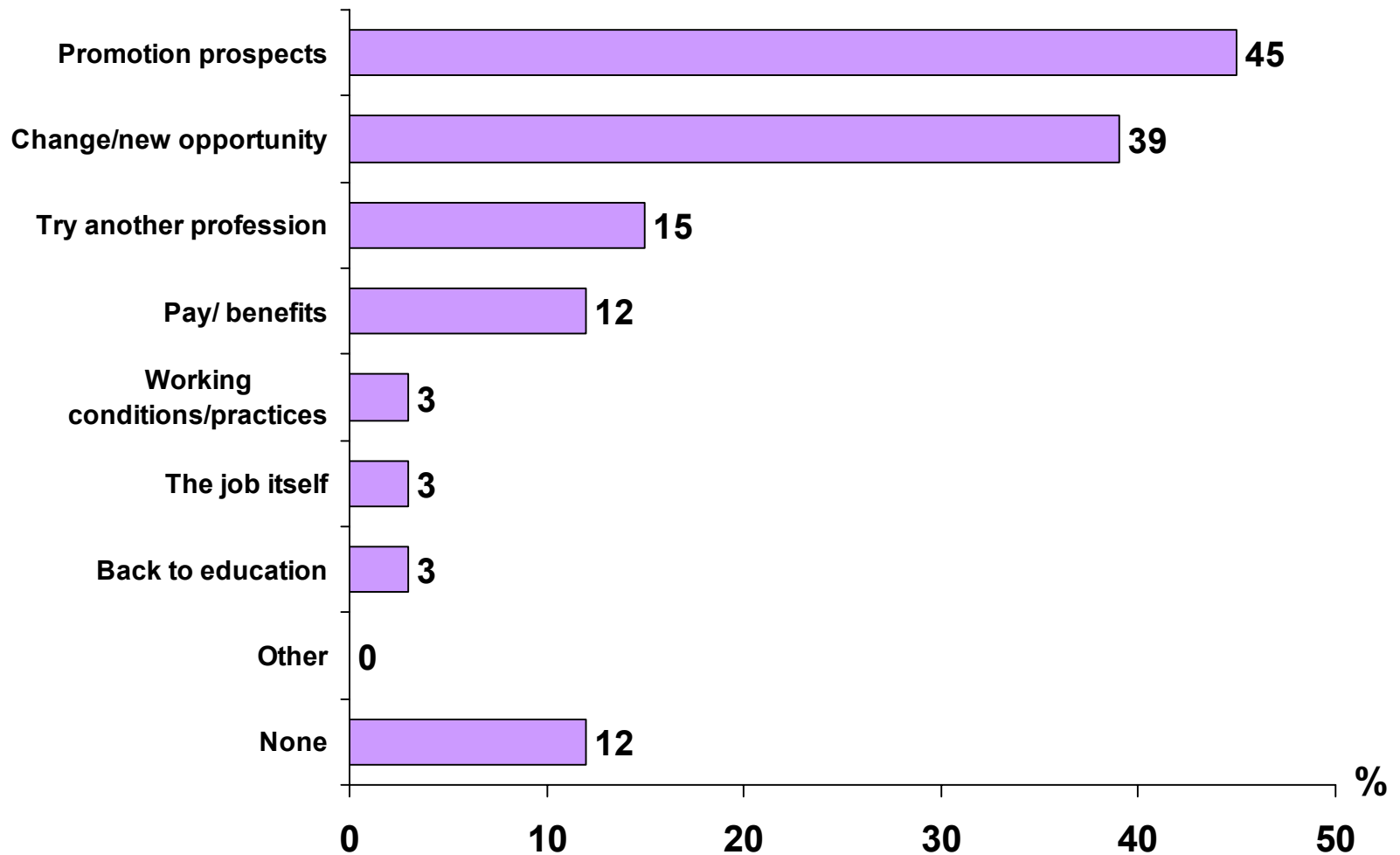
Why leave company



- The 2 main reasons why people leave are thought to be promotion prospects and wanting a change/new opportunity within the industry
- Senior staff leave mostly for a change/new opportunity within the industry
 - Particularly affects large/medium companies
- Middle staff leave particularly for promotion and wanting a change/new opportunity within the industry
 - Promotion particularly affects large/medium
- Junior staff leave for promotion and pay
 - Promotion particularly affects large; pay affects medium/large; change/new opportunity a problem for small/medium

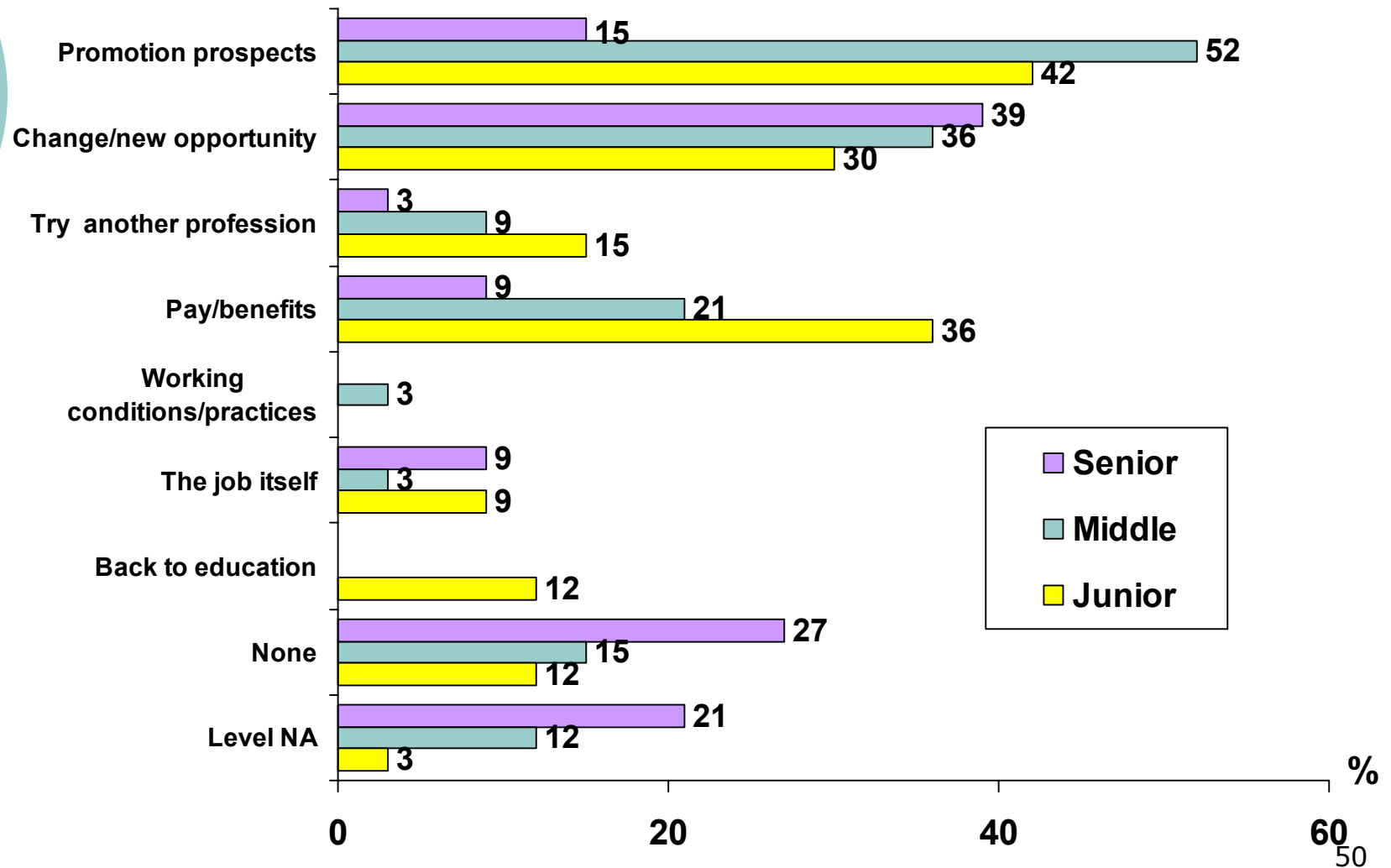
Why leave company: overall

Apart from promotion/stopping work/redundancy, what are the 2 main reasons why people leave your company overall?

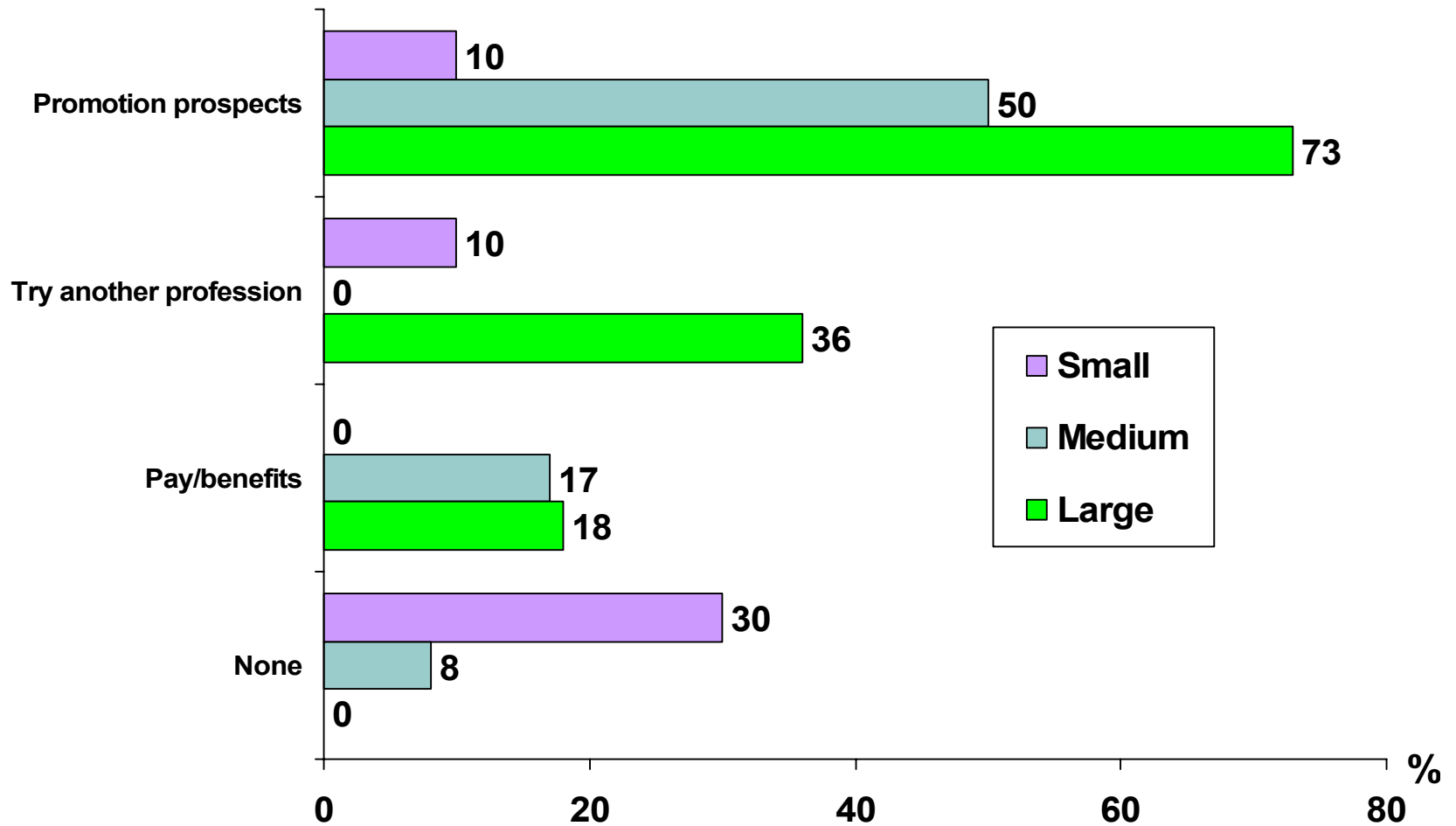


Why leave company

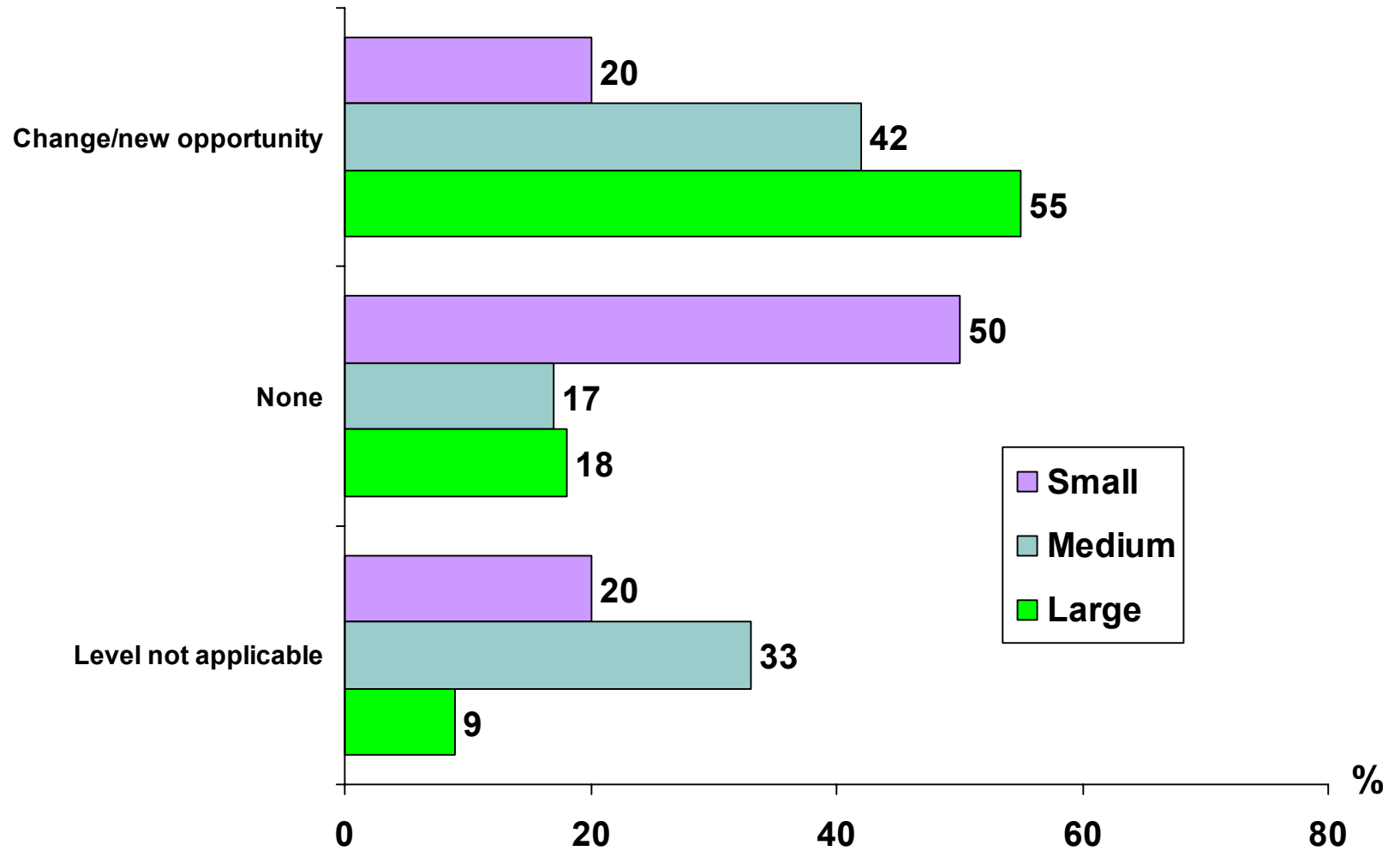
Apart from promotion/stopping work/redundancy, what are the 2 main reasons why people leave your company at each of the levels shown?



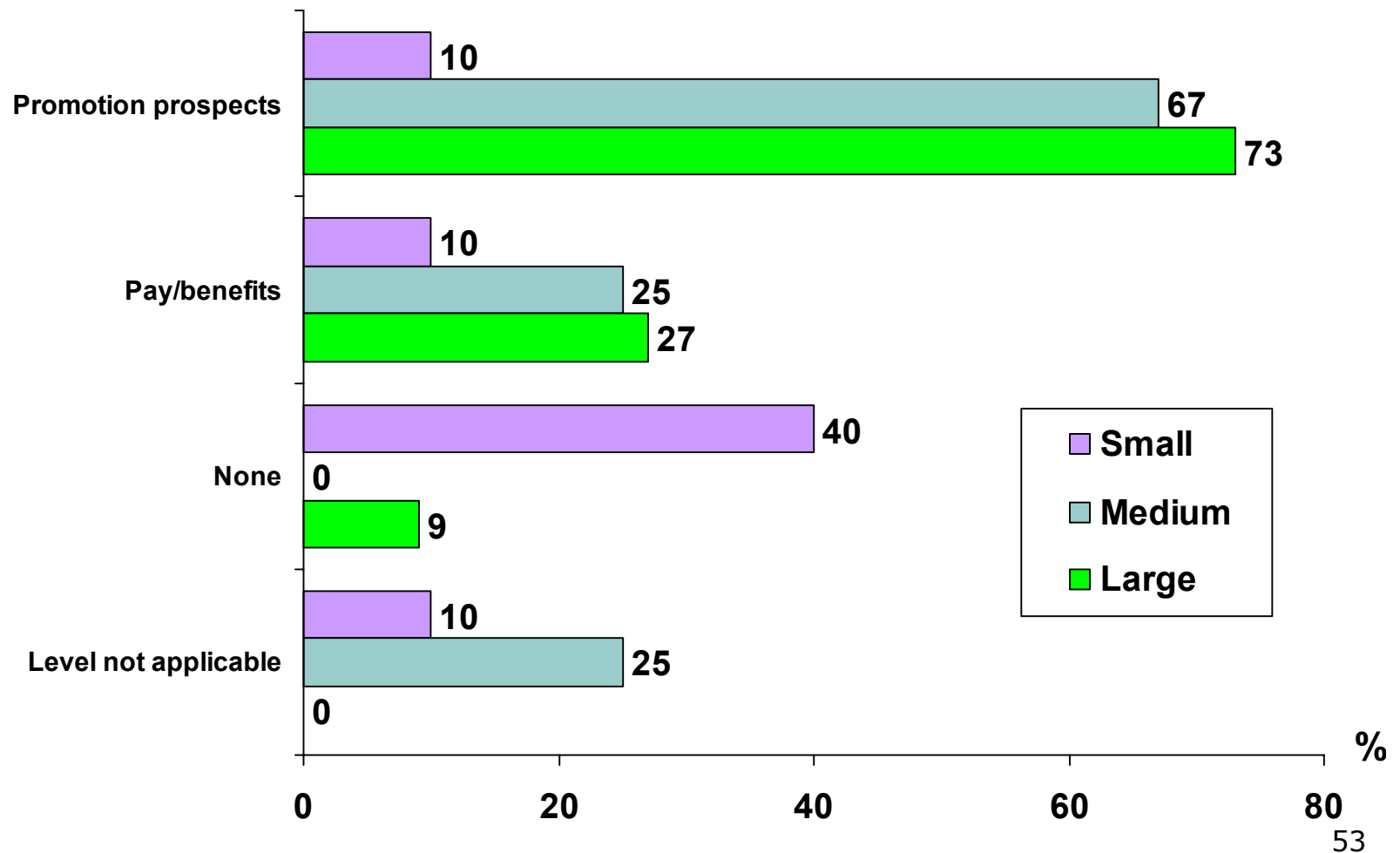
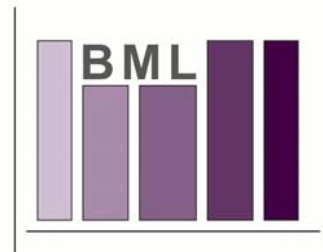
Why leave company: Overall major variations by size



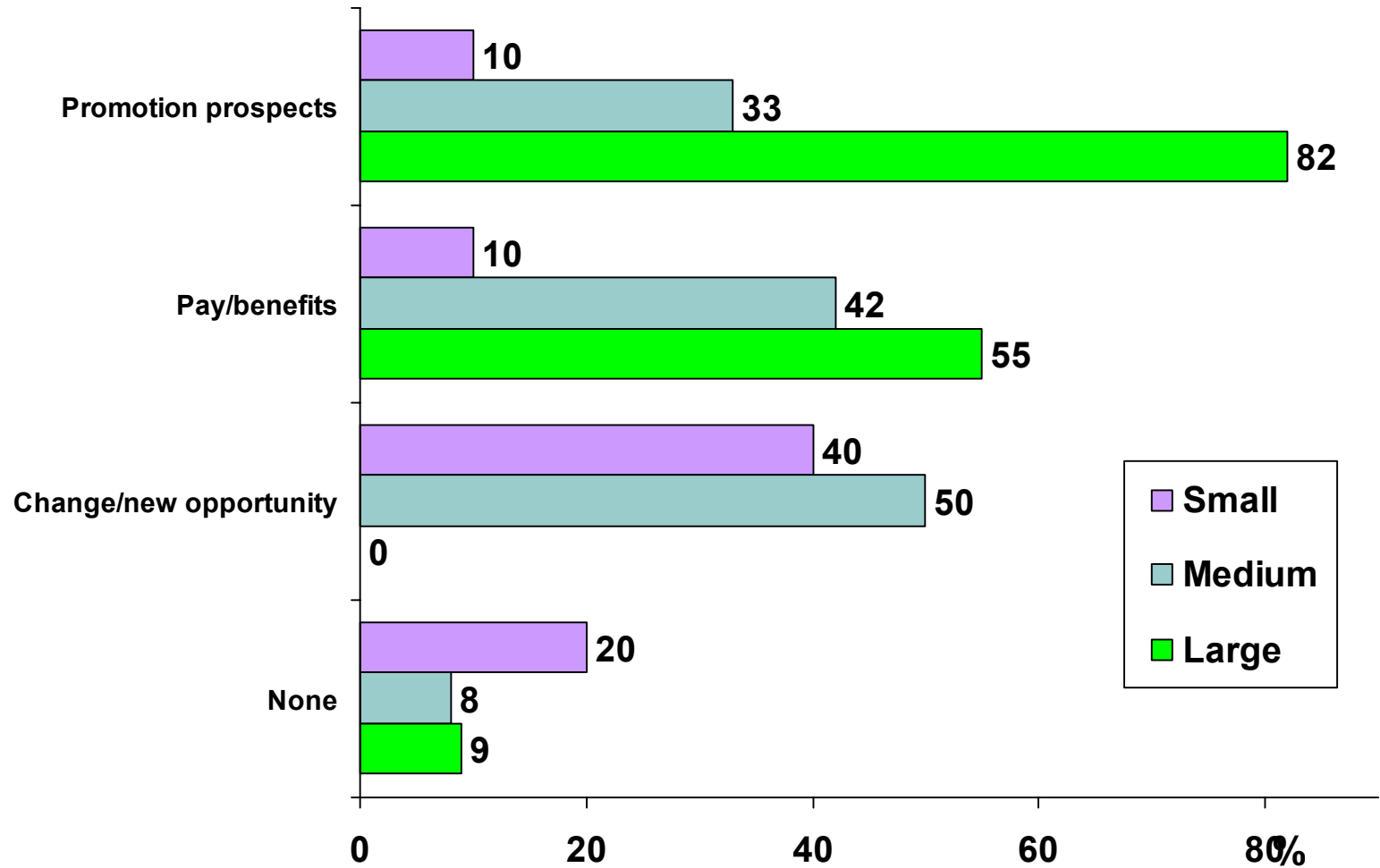
Why leave company: Senior major variations by size



Why leave company: Middle major variations by size



Why leave company: Junior major variations by size



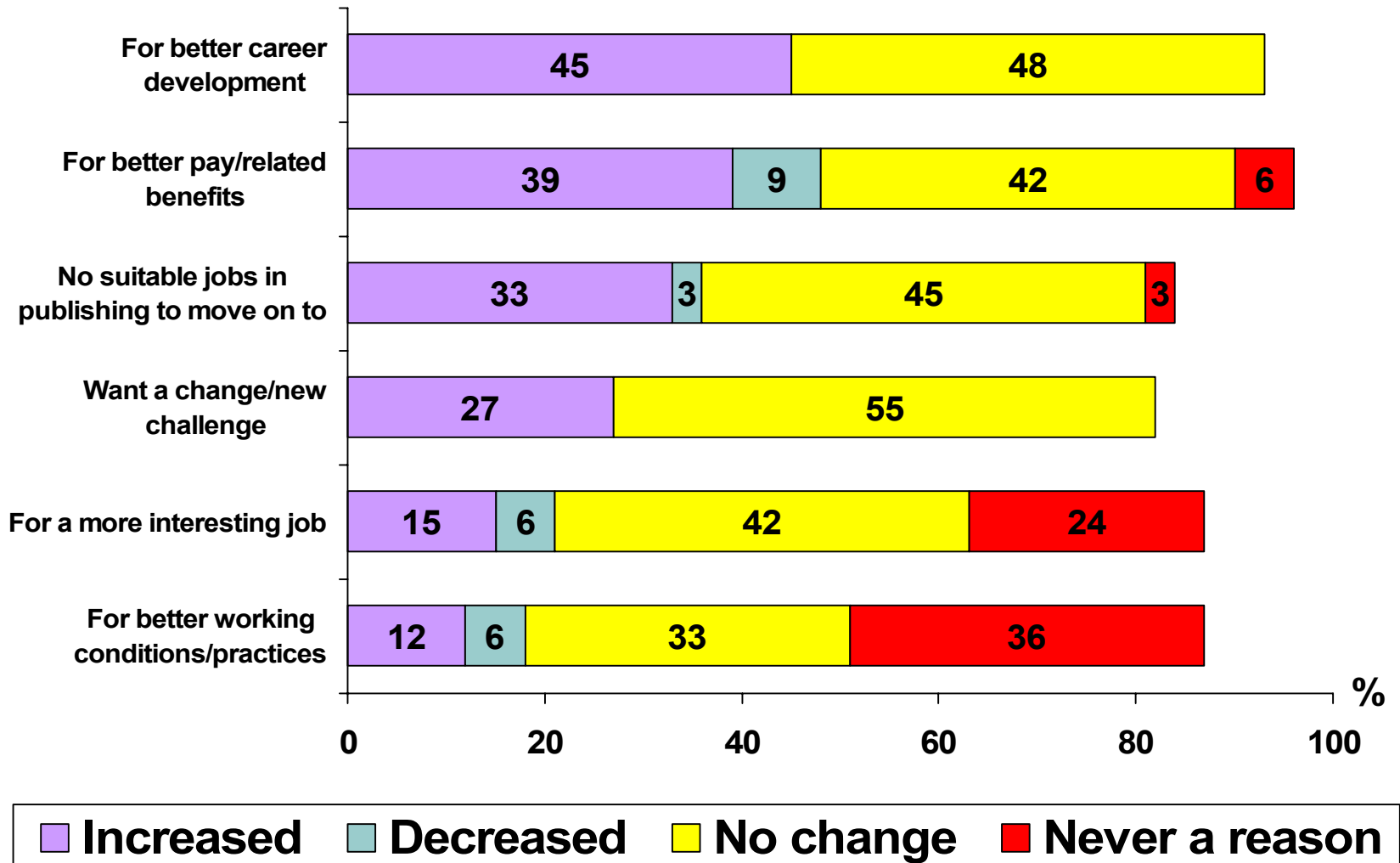
Why leave industry: Changes in reasons



- In the main, there is a tendency to think individual reasons for leaving the industry have increased or stayed the same over the past few years, with few people thinking any of them have decreased
- 45% think career development has increased as a reason for leaving
 - None think it has decreased
 - More of a problem for small/medium than large companies
- Better pay/benefits has increased for 39%; lack of suitable jobs to move on to for 33%; wanting a change/new challenge increased for 27%
- Looking for better conditions or more interesting work least common reasons for leaving in past, and show least signs of increasing
 - But a problem for some smaller companies
- Small companies tend to think reasons have increased more than medium/large

Why leave industry: changes

Please think about the reasons why people might leave publishing to go to other industries/professions. How, if at all, have the incidences of people leaving for these reasons changed over the past few years?



Why leave industry: major variations by size (% within size)



	Small	Medium	Large
Better career develop: increase	50	58	27
Want change: increase	40	25	18
More interesting job: increase	30	8	9
Better work conditions: increase	30	0	9

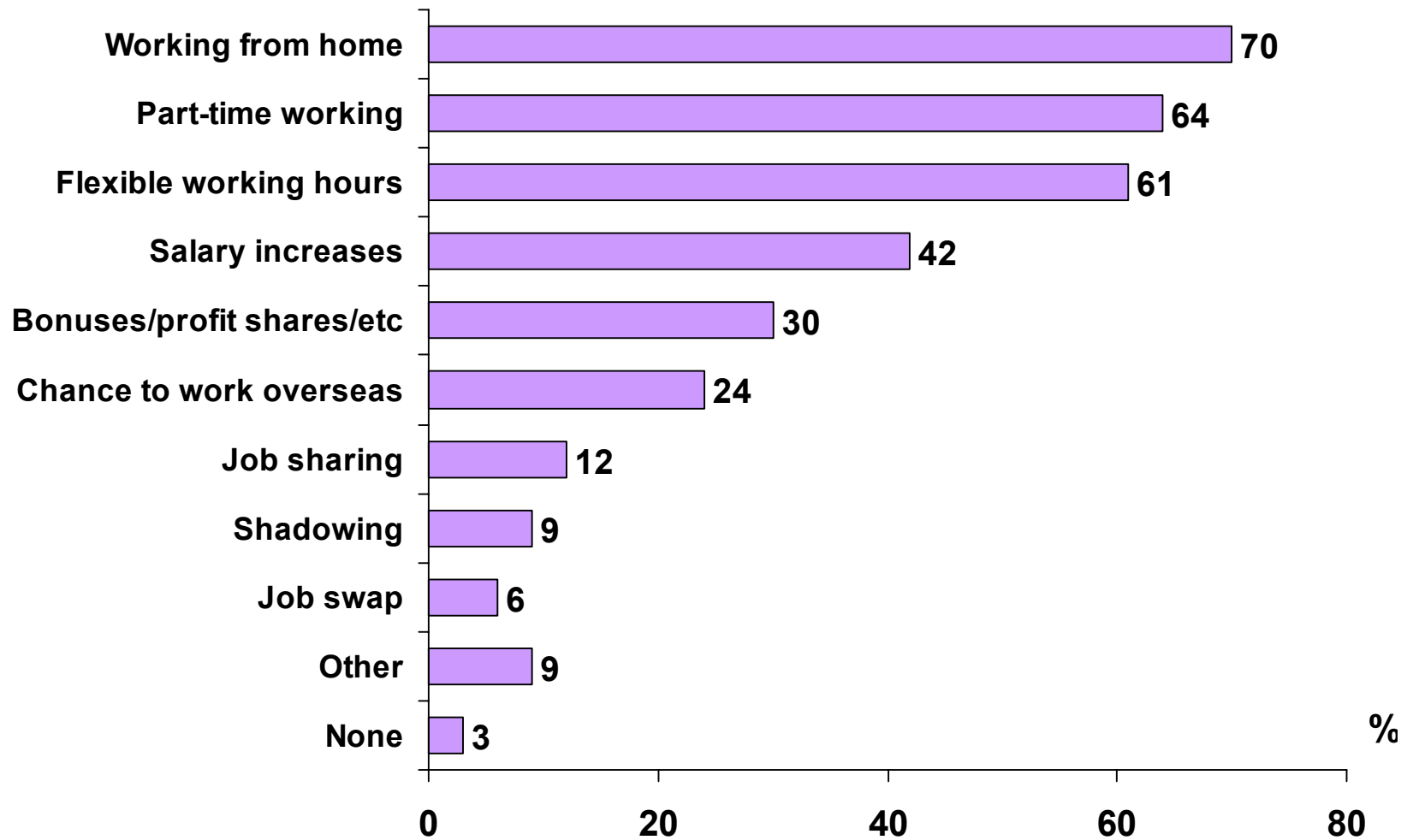
Working practices



- The majority of companies have introduced/expanded working from home, and part time and flexible working, while two out of five have increased salaries
 - small and medium companies are the more likely to mention working from home and part time working
 - half the large companies mention the chance to work overseas
- Flexible hours and salary rises are the most effective of the main approaches overall; bonus/profit schemes least so
- Working from home is less effective for recruitment/retention of junior than middle/senior staff
- Salary increases are more effective for junior staff, and not at all for senior
- Part time working is more effective for middle staff
- Flexible working hours is most effective for all/middle staff

Changes to working practices

What changes to working practices, if any, has your company introduced or expanded in the past few years?



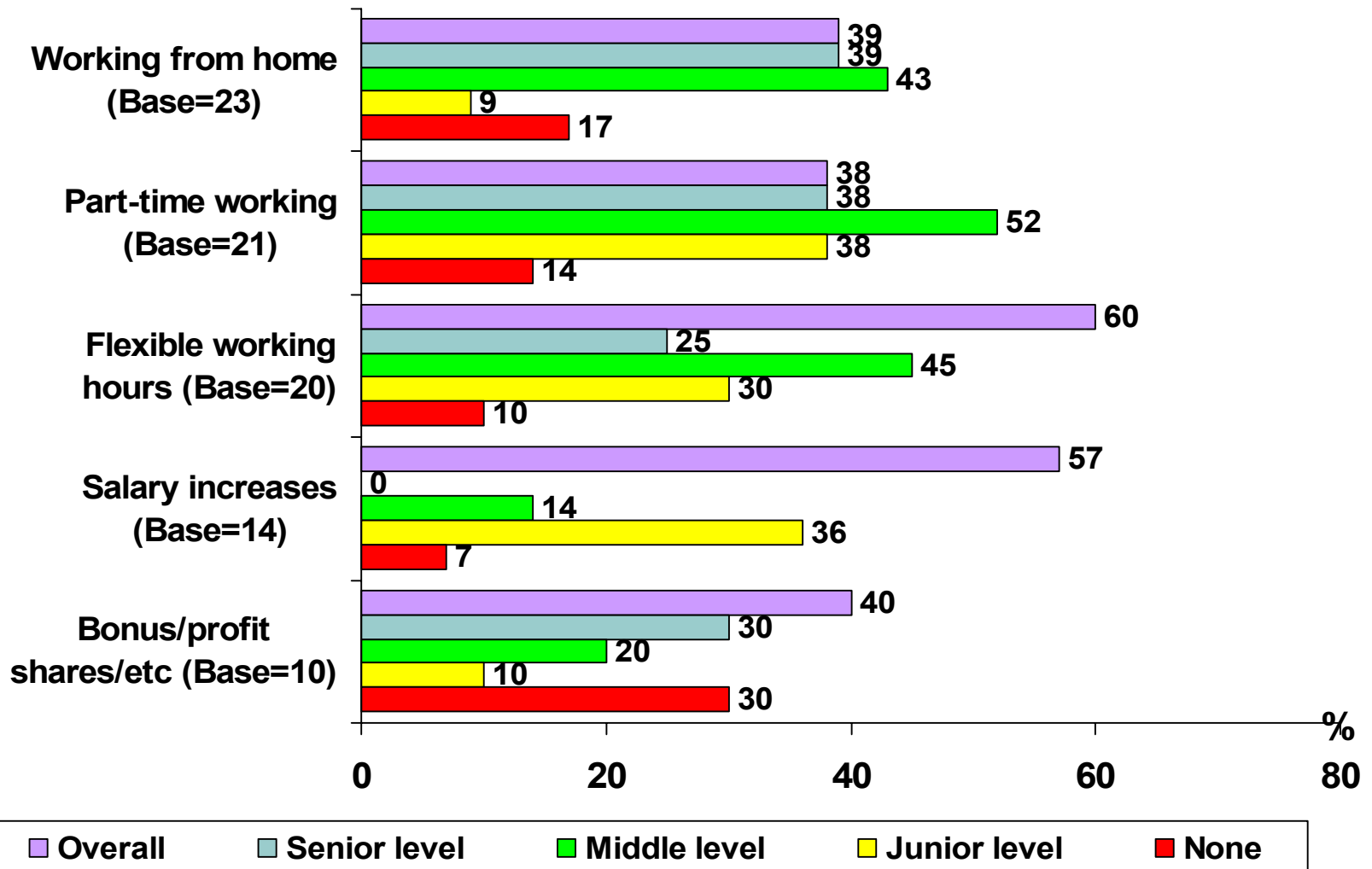
Changes to working practices: Major variations by size (% within size)



	Small	Medium	Large
Work from home	70	83	55
Part-time work	70	83	36
Overseas	0	17	55
Job sharing	0	25	9
Job swap	0	0	18

Effect of changes (% of those using)

At which, if any, levels have these changes to working practices had a positive effect on staff recruitment or retention in your company?



How to improve recruit/retain

Apart from financial inducements, what can the publishing industry /publishing companies do to improve staff recruitment and retention?



- Clear career development
 - clear paths
 - lateral and vertical
- Improve training
- Improve working conditions
 - more flexible
- Improve salaries
 - more competitive
- Promote industry
 - in general
 - for non-specific roles/functions
- Attend recruitment fairs
 - promote company
- Promote brand (company)

How to improve recruit/retain Verbatim answers (small)



Take care of existing staff

Possibly improve job image

For us, flexible working - including home working, is the most important

Get away from the feeling that you have to start at the bottom and work your way up slowly

Give staff experience of all stages of a book's life: from production to marketing to book launch, sales and repping. In other words, make jobs as interesting as possible and not keep people in one box

Attempt to offer training, health schemes, mentoring, variation in peoples role

How to improve recruit/retain Verbatim answers (medium)



Provide clear and achievable career paths

More clarity around job development without necessarily any change in job titles; managing expectations

Offer maximum training to young graduates (software and professional); define career paths; be aware of and manage their expectations; open communications

By giving opportunities for employee and career development and by trying to find out what people think through surveys and taking action where you can

Offer better career development, prospects and promotional progression

Clear company objectives, effective management, company culture, learning and development opportunities

Look at apprenticeships; work more closely with Universities to highlight careers in publishing; do more work with promoting publishing as a career in press

Flexible work life policies including staff incentivised benefits packages

Being more flexible in how and when people work. Develop and train staff so they become more effective and feel more in control of their own career

Change from having everyone with a first class honours degree in English. Entry level jobs don't need this and makes us white middle class recruiters

How to improve recruit/retain Verbatim answers (large)



Working environment and corporate citizenship initiatives; training; flexible working where possible; career development

More to promote what publishing is now all about - bring it into new world - more about solutions and technology. Career development training, taking advantage of opportunities

It could better battle for talent in other industries by being more flexible in how it employs staff (home working/ job share) etc

Increase awareness of the opportunities within the industry for non-publishing specific roles/functions. Encourage lateral progression (where possible) rather than just vertical

Employer branding opportunities - need to market the industry better

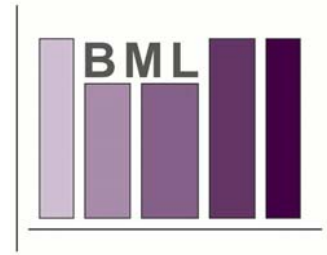
Show clear, achievable career paths and promote from within as much as possible. Allow flexibility to help employees with their work/life balance

Selection of flexible benefits, i.e. summer working hours, excellent range of benefits, i.e. pension, staff development, job swaps

Expand presence at career's events - colleges and Unis

*Career development frameworks Focus on individual developments
Secondments within and across businesses*

Concentrate on personal career development



Staff development

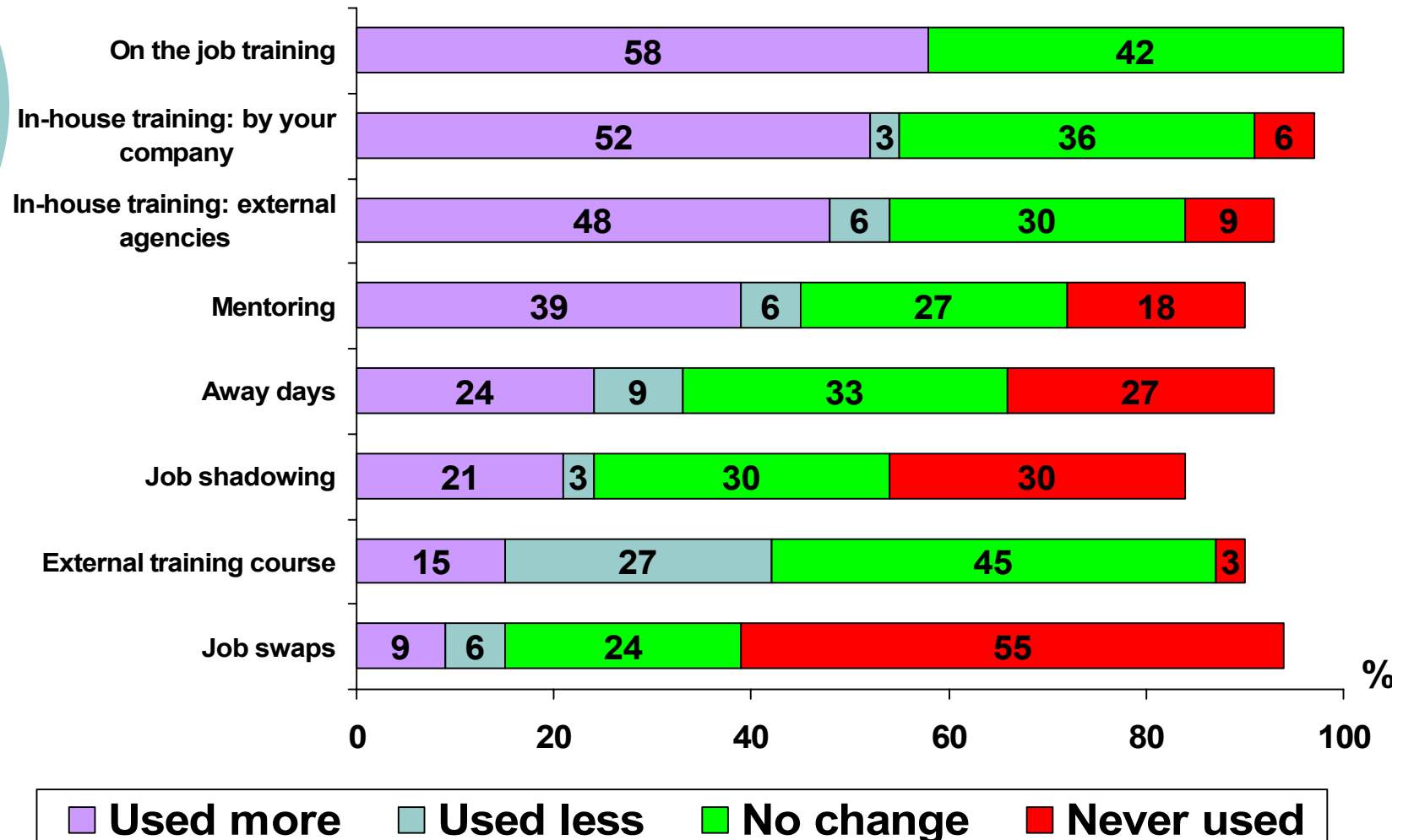
Staff development 1st employment



- Approximately half the companies have increased training on-the job, in-house by own company and in-house by external agencies
- Significant minorities have increased mentoring, away days and job shadowing
- Few have increased external training course (15%) or job swaps (9%)
- Only external training courses have been used less by a significant percentage (27%)
- Large companies are the least likely to have increased on-the-job training, but the most likely to have increased away days
- Small companies are the least likely to have increased in-house training, by whatever means
- Small companies are the least likely to use job swaps, away days or in-house training at all

Staff in 1st employment

Please think about those staff in their first full time employment.
How, if at all, has your company changed the ways in which it develops the skills of these staff over the past few years?



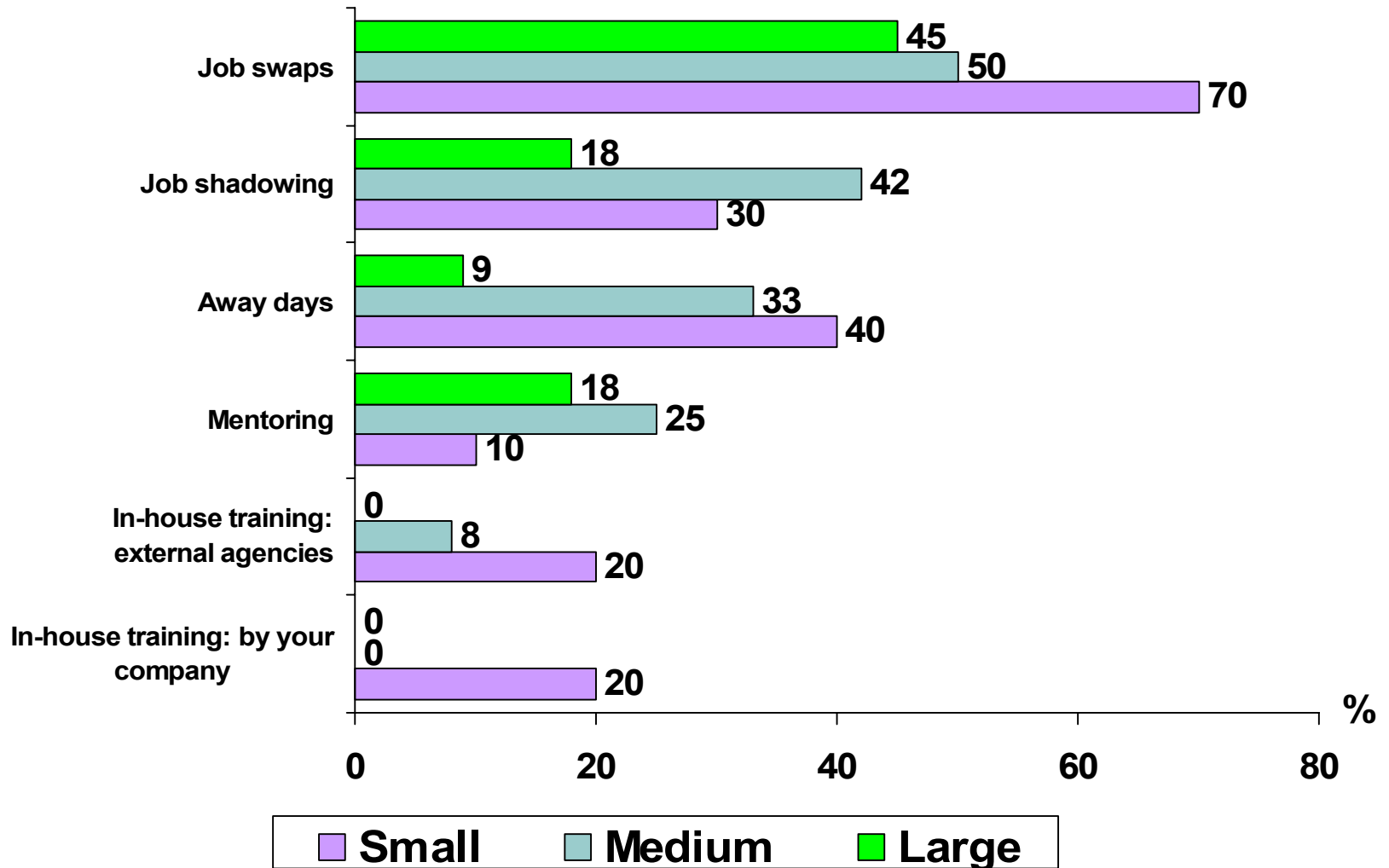
Staff 1st employment: major variations by size (% within size)



	Small	Medium	Large
On job: increase	60	75	36
In-house by own: increase	20	67	64
In-house by other: increase	30	58	55
Away days: increase	10	25	36

Staff in 1st employment

Methods never used: by size



Staff development

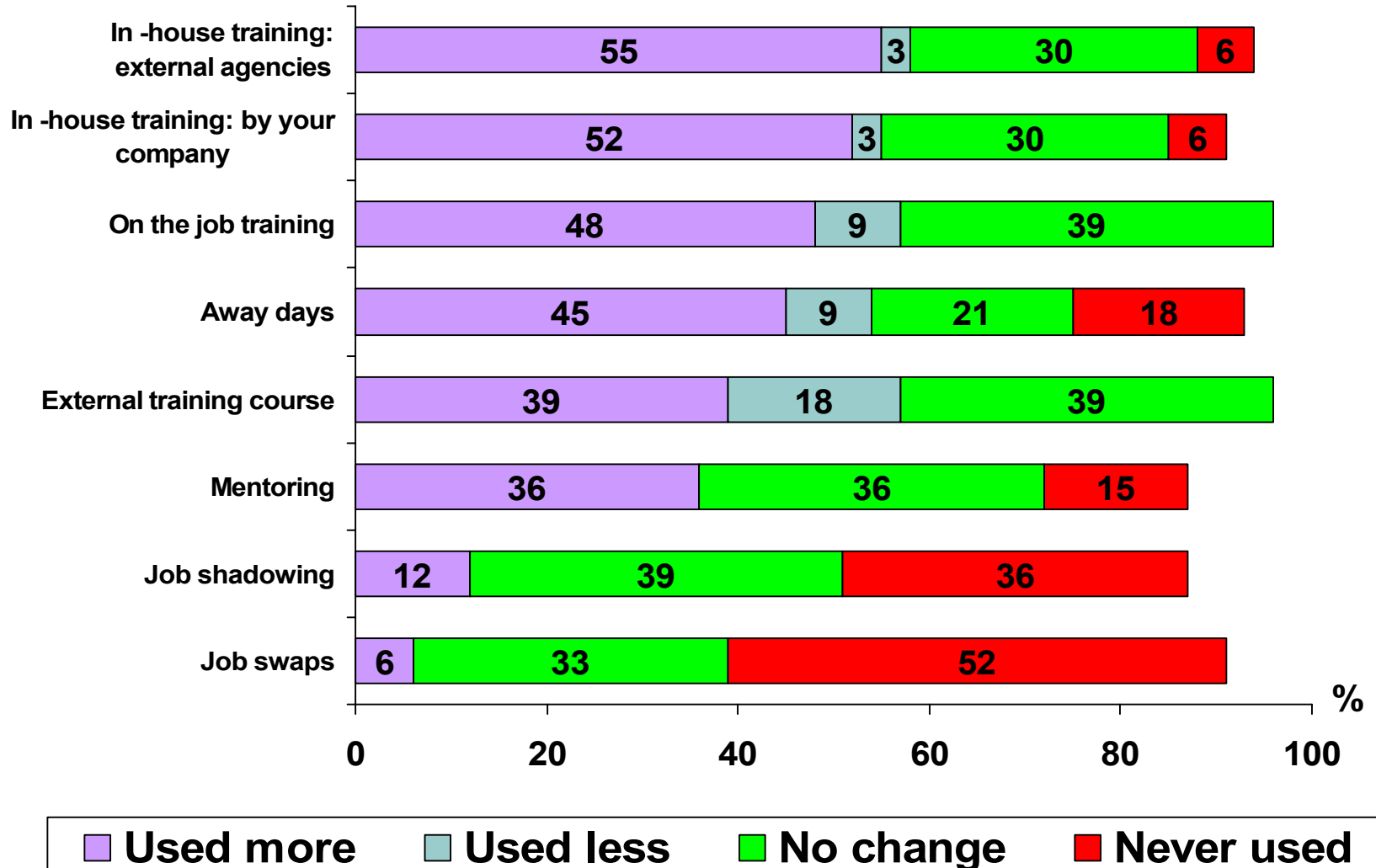
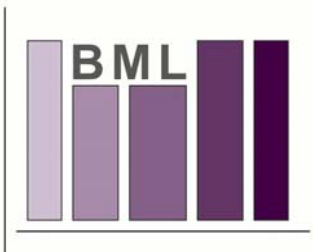
Other staff (not 1st employment)



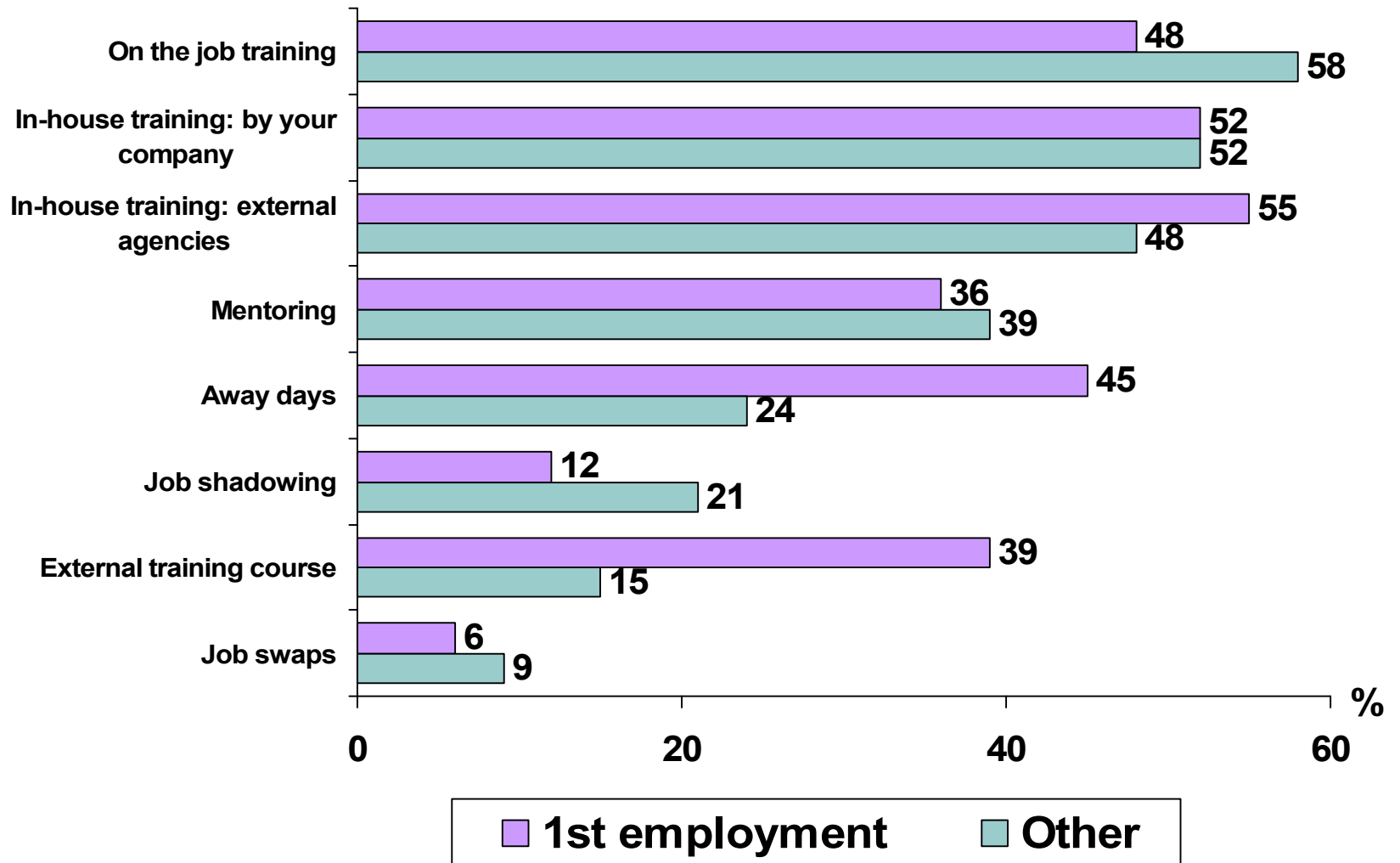
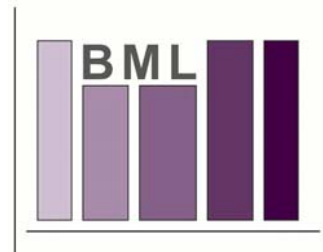
- In the main, changes in development methods are very similar in pattern to those for staff in their 1st employment
 - Minor differences in exact percentages/order
- These other staff are more likely to see an increase in the use of away days (45% vs 24% for 1st employment) and external courses (39% vs 15%)
- Conversely, they are less likely to see an increase in the use of job shadowing (12% vs 21%)
- In addition to less use of in-house training among smaller companies, larger companies were less likely than small/medium to use external courses

Other staff

Please think about those staff not in their first full time employment.
How, if at all, has your company changed the ways in which it develops the skills of these staff over the past few years?



Development methods: Increased use



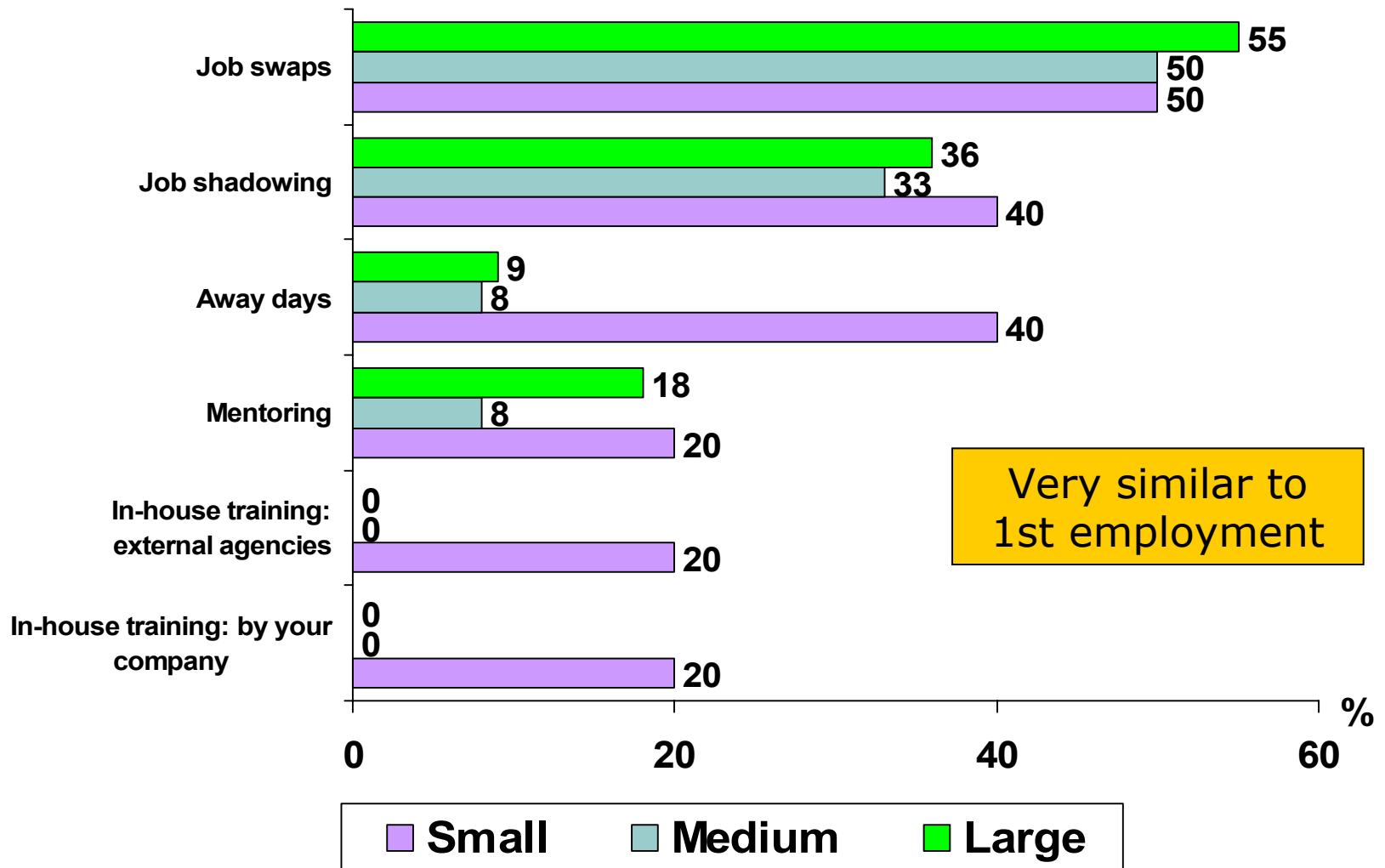
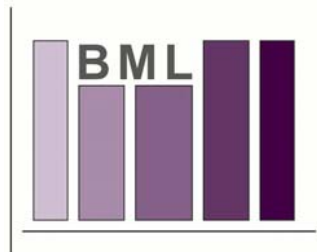
Other staff: major variations by size (% within size)

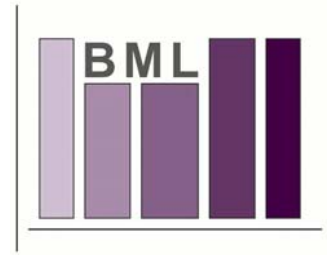


	Small	Medium	Large
In-house by own: increase	10	67	73
In-house by other: increase	30	67	64
External courses: increase	50	50	18

Other staff

Methods never used: by size





Training Budgets and Control

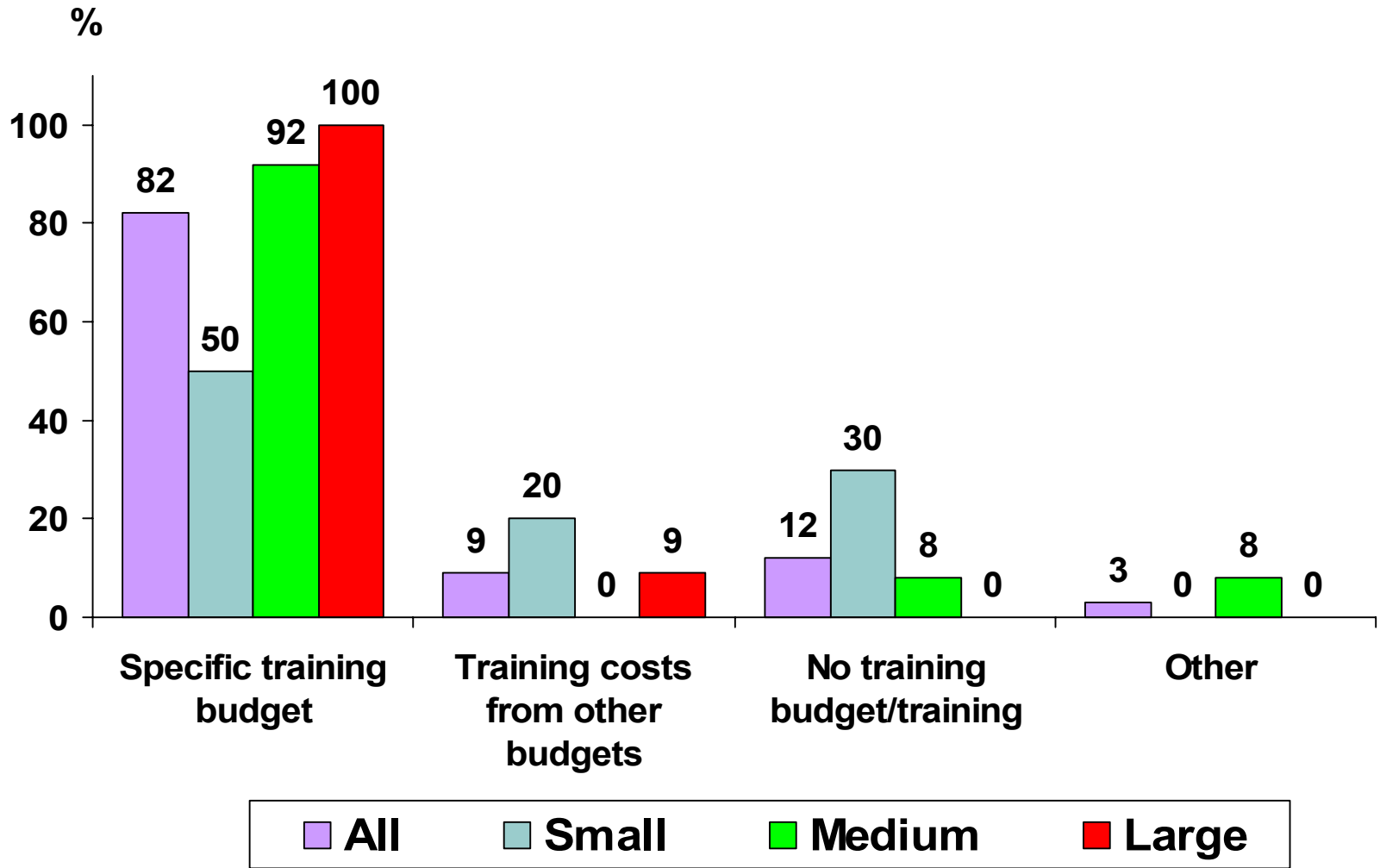
Training



- Virtually all medium and large companies have specific training budgets
- Half of the small companies have specific budgets, 20% pay for training from other budgets while 30% do no specific training
- In large companies, either HR (73%) or line managers control the budget (27%)
- In medium companies, control is mainly with HR (58%), while it varies according to circumstance/type for 25%
- In small companies, where a budget exists, control is typically with line managers (40%)
- Where budgets exist, companies tend to spend £2-300 pa per employee, though significant numbers spend over £300

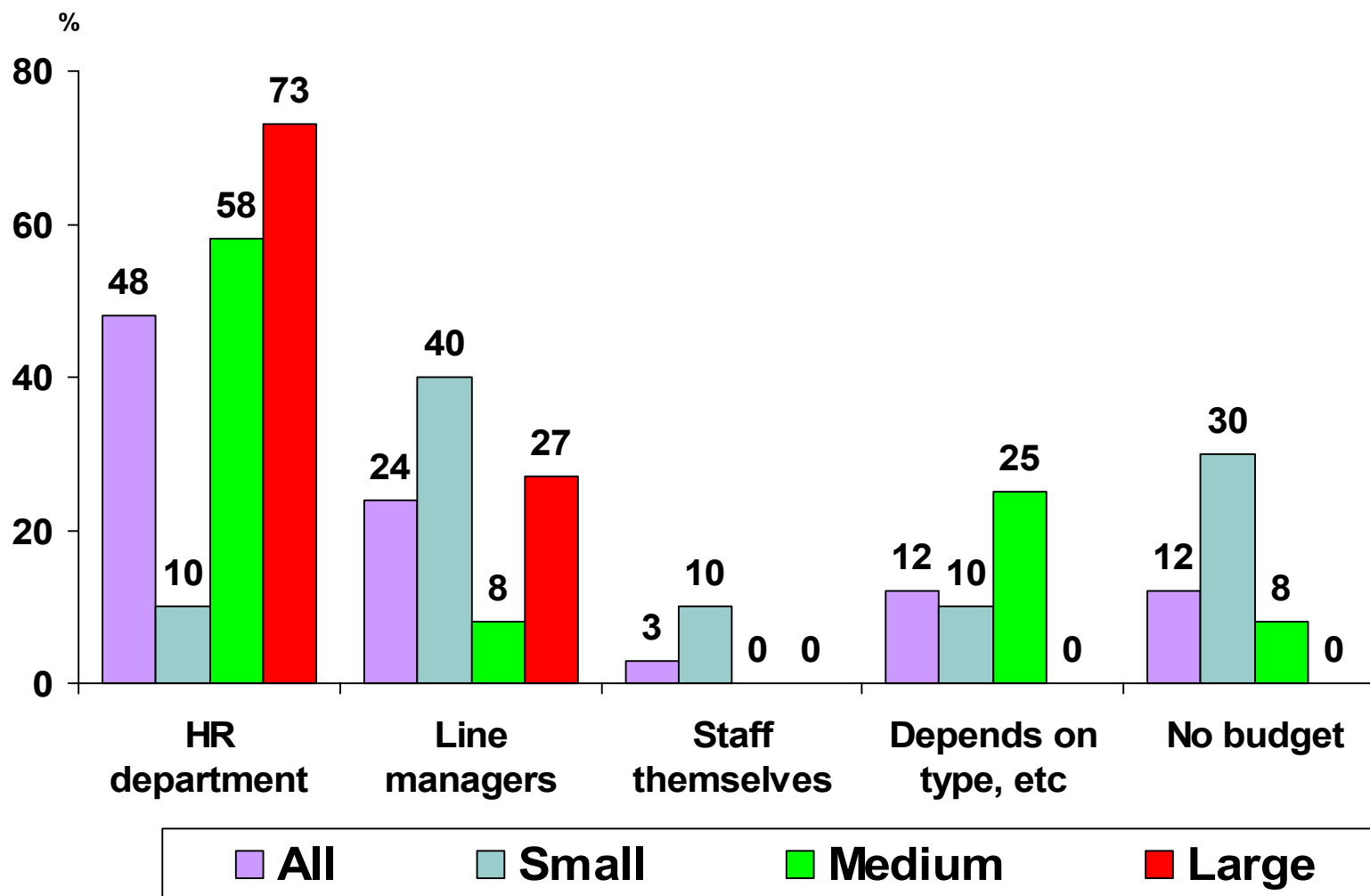
Training budgets

Does your company have specific training budgets, or do any training costs come out of other budgets?



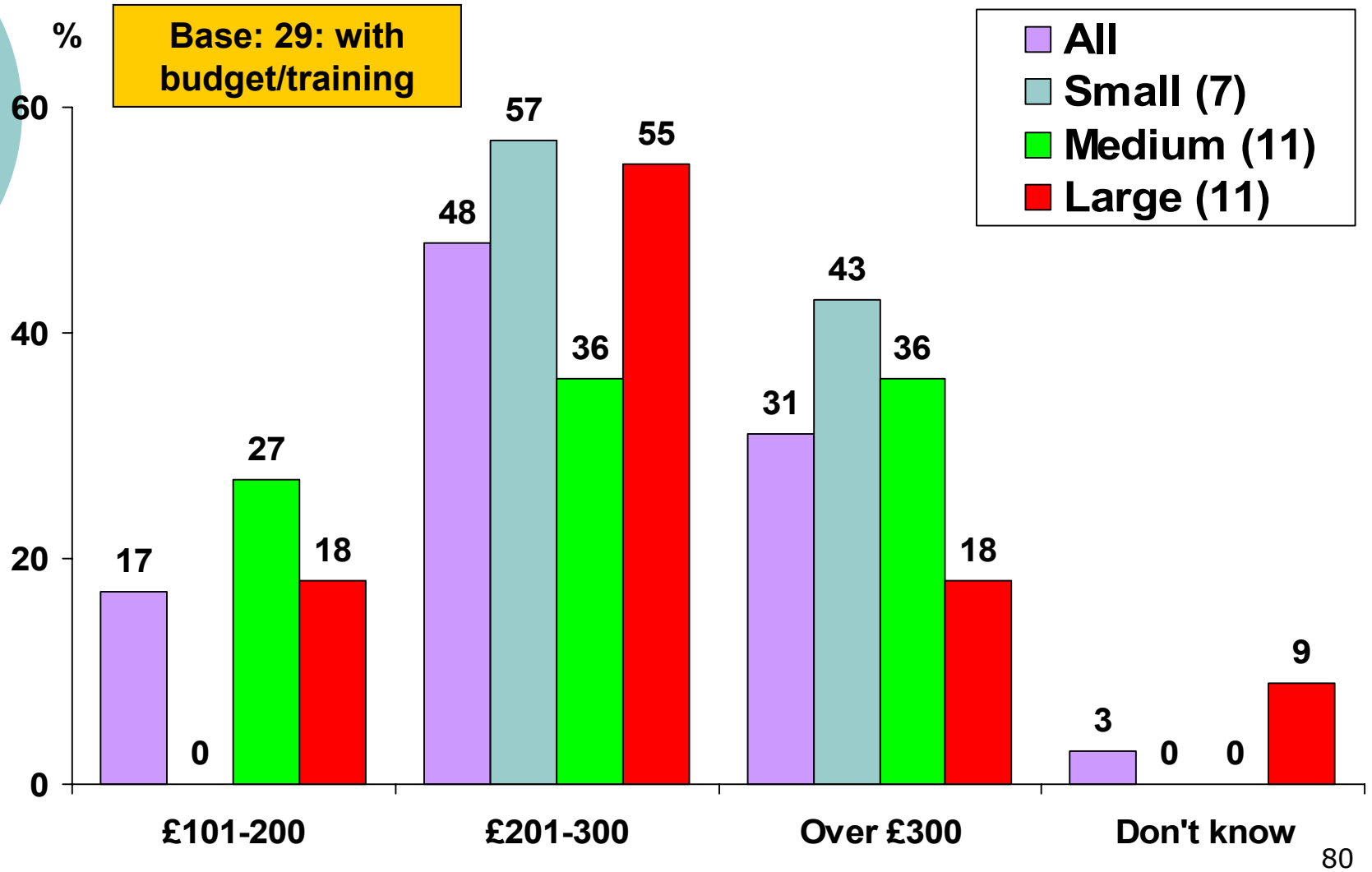
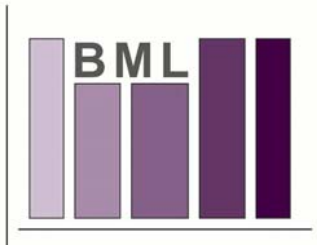
Control of training

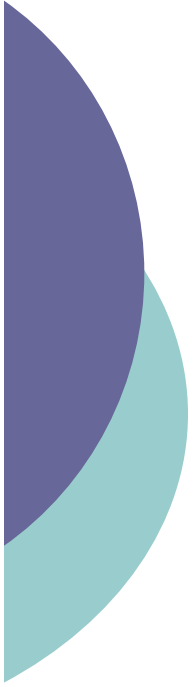
Who controls training within your company?



Training costs

What is the approximate annual cost per employee within your company?





Staff turnover

Staff turnover



- Not all data provided
- Averages estimated on varying bases
 - Small: Join= 5; Leave=7
 - Medium: Join=10; Leave = 11
 - Large: Join/Leave=7
- Some outliers removed from averages
 - eg new companies
 - where individual response distorts overall

Staff turnover



- Companies typically saw joining and leaving rates of 10-20% of permanent staff
 - Joining rate (17%) a little ahead of leaving (15%)
- Small companies saw a wider gap between % of permanent staff joining (21%) and leaving (14%)
 - Large companies saw a higher rate leaving (16%) than joining (15%)
- Companies recorded an average annualised voluntary turnover rate of 12%, and involuntary turnover rate of 4%
 - Slightly higher for smaller companies (14% / 6%)

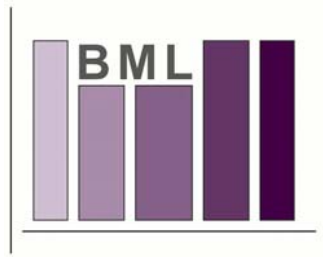
Staff turnover

Approx number of permanent staff joining/leaving in last 12 months
(% of permanent employees)



		All	Small	Med	Large
Join	<10%	4	1	2	1
	10-20%	11	1	5	5
	21-30%	6	3	3	0
	>30%	1	0	0	1
Leave	<10%	5	2	3	0
	10-20%	14	4	5	5
	21-30%	6	0	4	2
	>30%	1	1	0	0
Join	Average	17%	21%	16%	15%
Leave	Average	15%	14%	14%	16%

Voluntary/involuntary turnover rates#



	Total	Small	Medium	Large
Voluntary*	12%	14%	12%	13%
Involuntary**	4%	6%	4%	4%

no. permanent leaving/average permanent headcount x100

* i.e. excluding redundancies/dismissals/end of fixed term contracts

** redundancies/dismissals/end of fixed term contracts

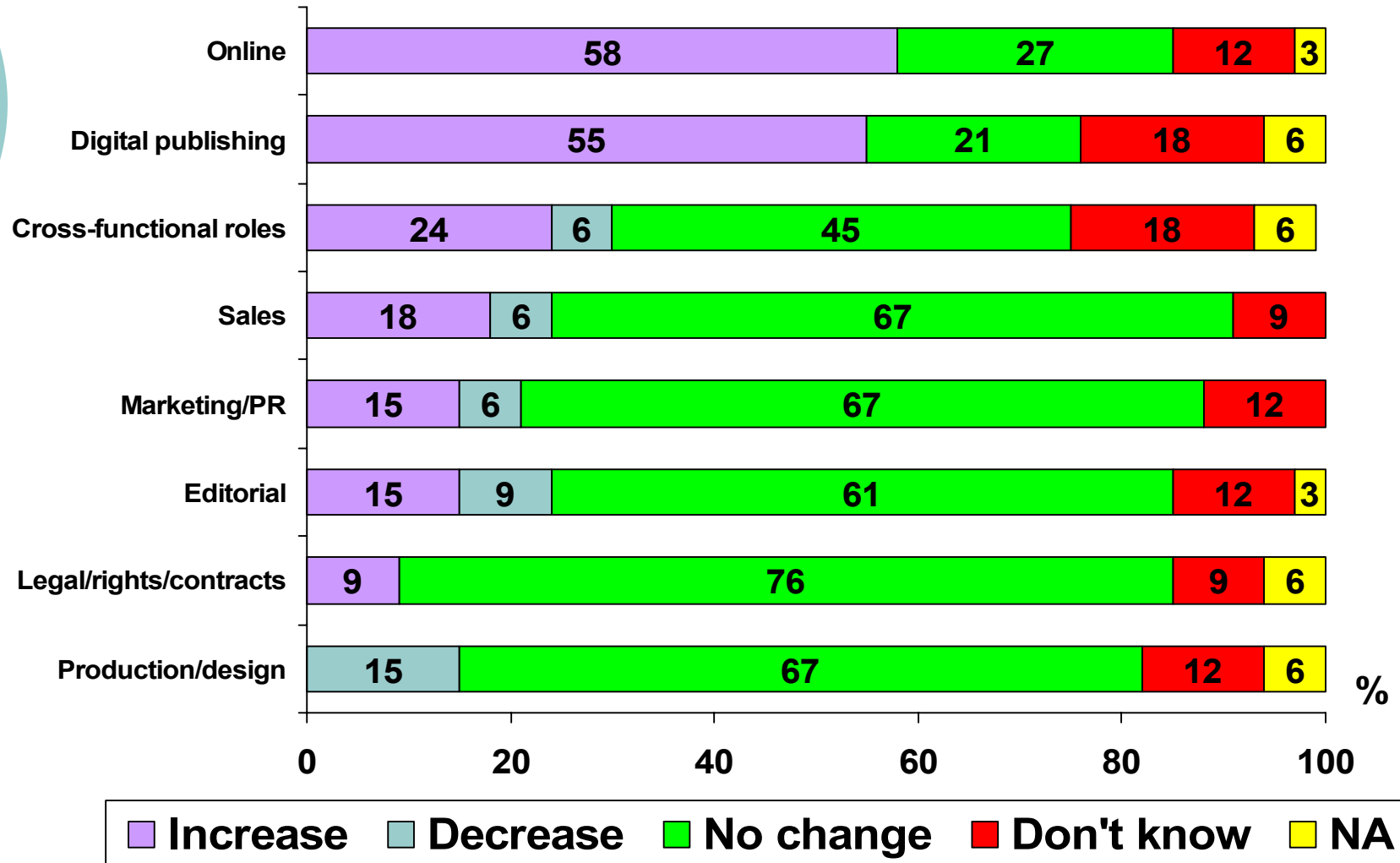
Expected staff increases



- Over 50% of companies expect increases at the senior level for both digital publishing and online positions
 - Increases in the same functions at middle and junior levels are expected at slightly lower levels (but still 1/3 to 1/2)
 - Large companies are particularly likely to expect increase in digital at all levels
- Relatively few companies expect their need for any of the functions to decrease

Senior staff over next 5 years

Do you think your company's needs for each of the following functions/roles at a SENIOR LEVEL will increase, decrease or stay about the same over the next 5 years?



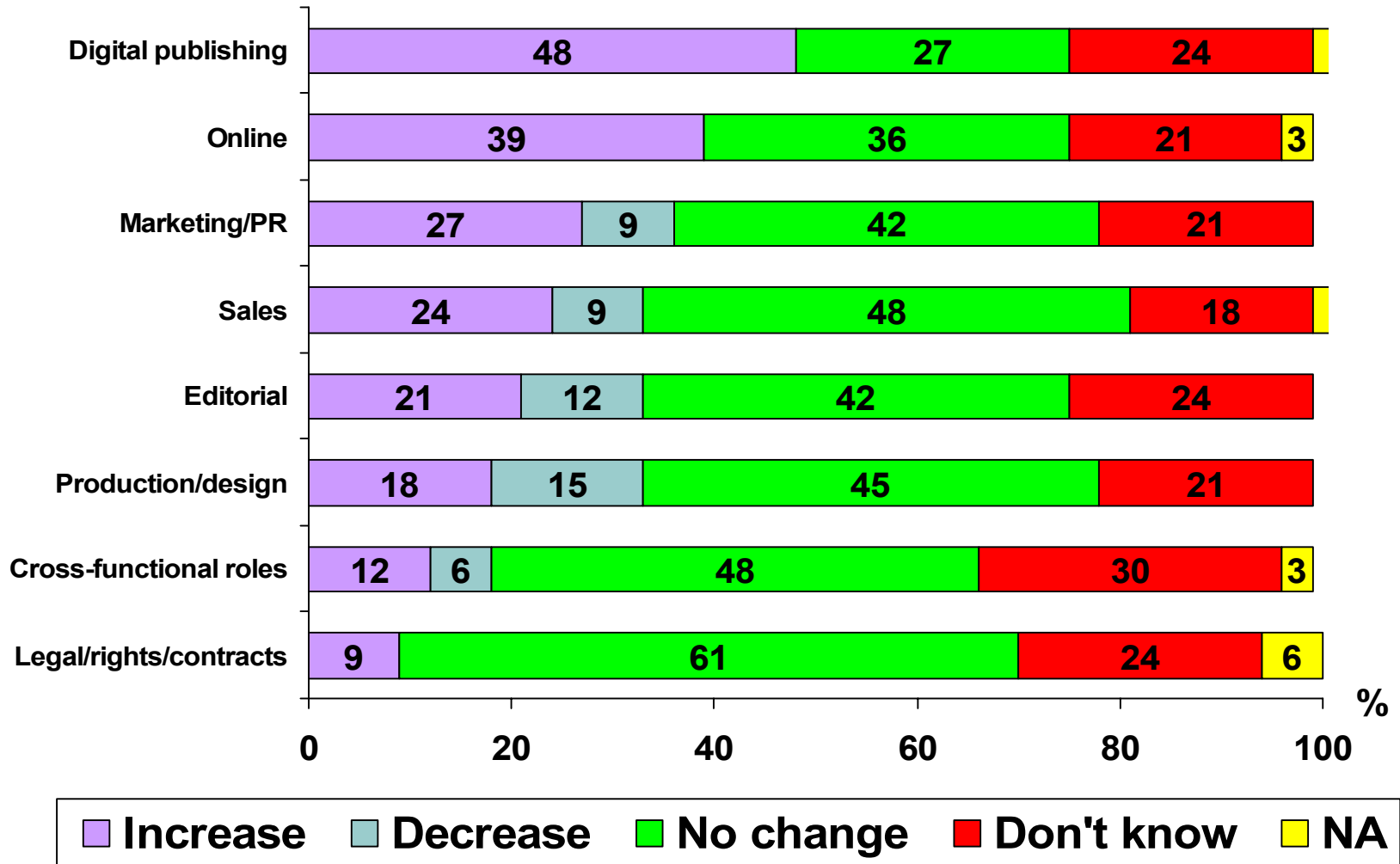
Senior staff increases: major variations by size (% within size)



	Small	Medium	Large
Digital	30	50	82
Cross-functional	40	25	9
Sales	30	0	27
Marketing/PR	40	8	0
Editorial	30	8	9

Middle staff over next 5 years

Do you think your company's needs for each of the following functions/roles at a MIDDLE LEVEL will increase, decrease or stay about the same over the next 5 years?



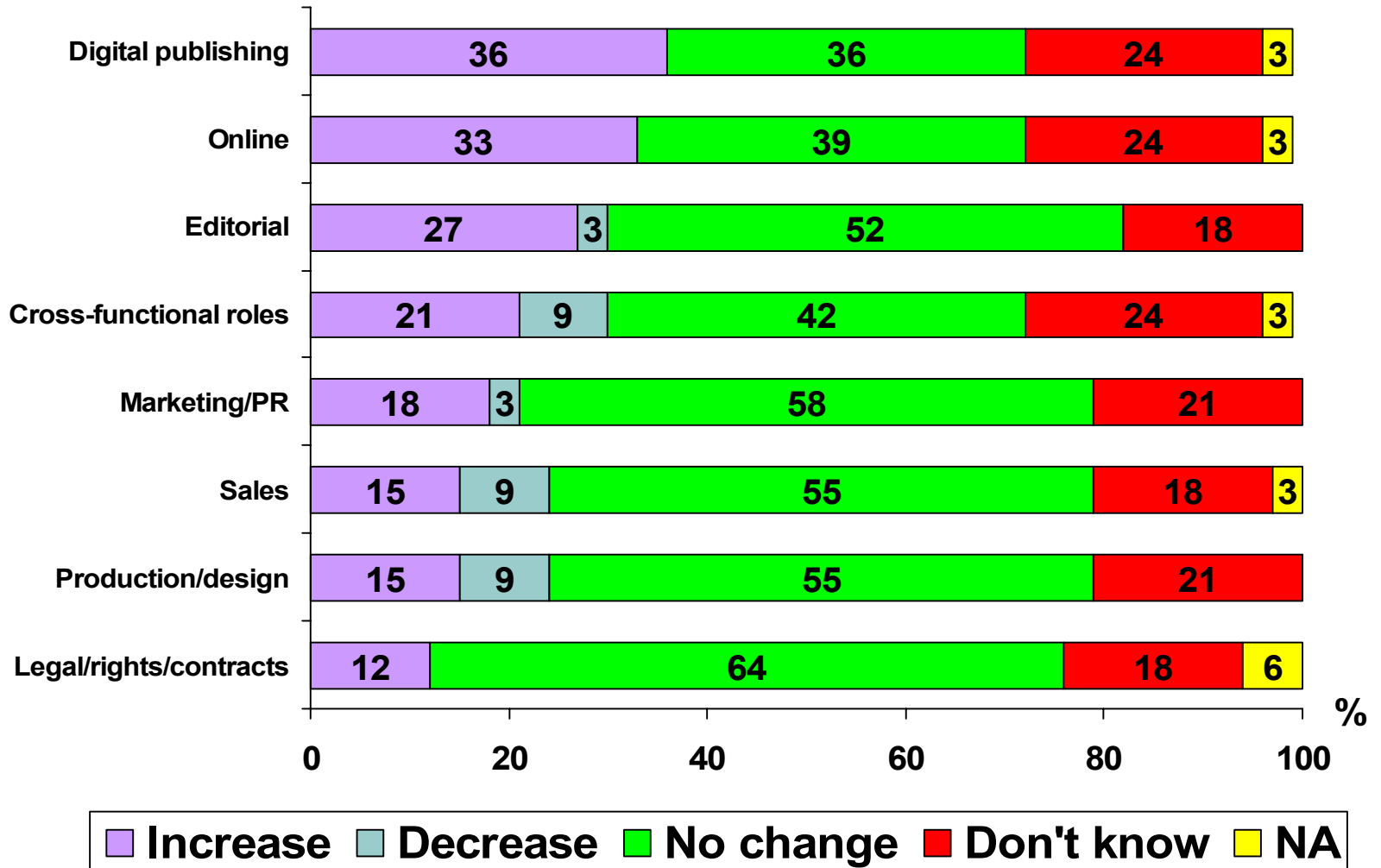
Middle staff changes: major variations by size (% within size)



	Small	Medium	Large
Digital : up	30	42	73
Online: up	10	50	55
M'kt/PR: up/down	40/0	17/8	27/18
Sales: up/down	40/0	17/8	18/18
Editorial: up	30	0	36
Prod ⁿ : up/down	30/10	0/0	27/36
Cross-function: up	20	17	0
Legal: up	0	0	27

Junior staff over next 5 years

Do you think your company's needs for each of the following functions/roles at a JUNIOR LEVEL will increase, decrease or stay about the same over the next 5 years?



Junior staff changes: major variations by size (% within size)



	Small	Medium	Large
Digital: up	40	25	45
Online: up	30	25	45
Editorial: up	20	8	55
X-func: up/down	50/0	17/0	0/18
M'kt/PR	30	8	18
Sales: up/down	30/0	0/0	18/27
Prod ⁿ : up/down	20/0	0/0	27/27
Legal: up	20	8	9

Staff increases over next 5 yrs: summary

