



THE TIMES 100

BUSINESS CASE STUDIES

Teacher guide

Staff retention – Harrods

Where does the lesson fit?

This session would fit in a Human Resources module and can be delivered in conjunction with lessons on motivation and training and development.



Suggested resources & activities related to Harrods and Staff Retention

- Full Harrods case study
- Labour Turnover and Staff Retention PowerPoint
- Training and Development lesson resources
- Harrods crossword
- Harrods word search

Suggested timings for the session

10 mins	Starter e.g. Harrods crossword
5 mins	Use the Labour Turnover and Staff Retention PowerPoint to discuss the topic
5 mins	Read the case study
10 mins	Questions
25 mins	Task . staff retention report
5 mins	What have you learned?

Answers to questions

1. What is staff retention?
Staff retention is the ability of a firm to keep its workers.
2. Calculate by how much labour turnover fell between 2006 and 2011.
Labour turnover fell from 51.4% to 25%.
 $26.4/51.4 \times 100 = 51.36\%$ fall in labour turnover



THE TIMES 100

BUSINESS CASE STUDIES

3. Explain the ways that Harrods works to retain its employees.
Harrods use many methods to retain its employees such as:
 - Training and development opportunities
 - Matching applicants to the DNA of Harrods workers
 - Improved management structure
 - Improved initiatives such as an excellent package of employee benefits and pay
 - Work schedules which help allow for a healthy work-life balance

4. Analyse why staff retention is important for organisations like Harrods.
Benefits include:
 - Reduced costs of recruitment
 - Reduced costs of training replacement workers
 - Ensures an experienced and skilled workforce . this in turn helps the firm to meet its aims and objectives
 - Improved reputation

What have you learned?

Expected learning is likely to include:

- Definitions of labour turnover and staff retention
- How to calculate labour turnover
- The importance of staff retention
- The ways firms can improve staff retention