



The Resourcing Leaders 100



Employer Brand & EVP

– Now, New, Next

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Jamie Leonard

*Co-founder and Managing Director
of The Recruitment Events
Co. and RL100*

The Recruitment Events Co. offers market leading events exclusive to the in-house recruitment community, focused on peer-to-peer learning.

For more on The Recruitment Events Co.
jamie@recruitmentevents.co
www.linkedin.com/in/jamieasleonard



About

The RL100 is a collective of 100 of the industry's brightest resourcing leaders in the UK who have committed their time to meet on a regular basis, discuss specific subjects and have their knowledge and insight form content that is then distributed to the wider in-house recruiting community.

Our goal is to redress the disparity of resourcing advancement across the UK and allow everyone the benefit of these leaders.

Why Diversity and Inclusion?

D&I was the first subject discussed at the request of the members of the RL100, and with good reason. As an industry we now have a wealth of information and case studies that all point to a diverse workforce being a profitable workforce, and employers need to understand how they can access diverse talent pools and become an employer of choice.

Introduction

Over recent years employer branding has become increasingly important to resourcing teams as direct sourcing strategies have evolved. Most organisations think they have either the best employer brand in the world or the worst. And there is still debate about exactly what employer brand and EVP (Employer Value Proposition) means.

Our latest RL100 roundtable looked at some of these issues and how organisations can approach employer branding.

Overview

As an introduction, we asked our Resourcing Leaders how they would describe their current EVP in just one word. Here is what they said:

A wide range reflecting the different stages and maturity of their employer brands. This paper seeks to examine the meaning of 'EVP' and how organisations can develop and leverage their own EVP to attract, hire and retain talent.

- Tired
- Innovation
- Lacking
- Non-existent
- Confused
- Impressive
- Believable
- Changing
- German
- Deadlock
- Authentic
- Nursery slopes
- Good
- Just signed off
- Evolving
- Starting
- Invisible
- Misunderstood
- Good
- Confused
- Terrible
- Optimistic
- Complex



USING EMPLOYER BRAND TO ATTRACT, HIRE AND RETAIN

Chloe Woolgar, Marketing Manager, Totaljobs.com

Demand for talent is high, unemployment is at its lowest for a decade, but is employer brand the golden chalice you're looking for? Chloe's session delved into downfalls in the recruiter process and offered advice on how to improve based on insights from recent candidate research. Job boards help to showcase your employer brand but do jobseekers care or do they just want to see a job listing with basic details of a job? The Totaljobs research from January 2017: Understanding Talent [\[can we include a link here?\]](#), polled more than 3,000 job seekers and 100 employers to get to the bottom of what candidates really want when they are looking for a new role, and what barriers prevent them from pursuing the application process.

91% of recruiters say employer brand is important to their recruitment process whilst 20% see employer brand as a key factor in the retention of employees.

Use your EVP in attraction

What do jobseekers want to see in a job ad?

What do jobseekers want to see in a job ad?



- Advertise in the right place
- Clear and concise job description
- Salary range
- Location – by Postcode
- Specified working hours and annual leave
- Details on the interview process
- Have company benefits? Show them off!
- Company culture through imagery and videos
- Inclusive imagery to show a diverse workforce

Attracting candidates – make sure you're in the right place with the right information, for example the salary and postcode. If a search is based on location alone results show three times the number of applications. 35% more jobseekers respond to applications where premium jobs are used, whether that's videos or rich media.



Use your EVP in Selection



During interview you want the candidate to want the job and recommend you as employer to their friends. As 75% of applicants expect feedback, it is a great way to boost your employer brand by supporting all candidates. A quarter of candidates expect the whole end to end recruitment process to be only two weeks, with a maximum of two interviews. If it is going to be a longer process then let them know, transparency and honesty resonates well.

Use your EVP in retention



Experian research shows that 25% of candidates will be put off buying a product after a poor candidate experience. It is important to be real and true to your company's ethos.

Overview

Something that quickly became apparent during the discussion was whether everyone was clear on what an Employee Value Proposition (EVP) is. Reading this now, do you know? A common theme was the confusion between Employer Brand and EVP; with many of our resourcing leaders admitting their company may not have an EVP at all. Many assume an EVP is just the visual brand guidelines, but it is much greater than that. It should accurately reflect your company values, and the cultural 'promise' to employees. Moving towards a successful EVP, everyone who works in your organisation, no matter in which discipline or at what level, should know your purpose.

"We had an 80% drop out at application stage and didn't know why. We surveyed new joiners in their first three months to establish whether the company lived up to what was promised culturally; 82% said no."

The most successful brands in today's marketplace can be defined in a few words, an employer brand should be the same. For example Nike: Just do it, and Apple: Innovation; these embody the company's vision and are now iconic.

But can an EVP work for organisations that have multiple cultures? And how can we measure the effectiveness of an EVP? Is it possible to accurately represent several distinct brands alongside each other?

By speaking to your employees, those who chose to join your company and engaged with your employer brand, you will find the answers. Your employer brand already exists, it is what it is, what your employees say about you. But don't be deceived into thinking that only positive view will be exposed.

"We need to educate ourselves about EVP as a function, we need to realise that when we open Pandora's box you need to be prepared for the outcomes. You have asked people to be honest. Discovery phase is quite concerning, we may need to change fundamental elements as a result of this small task."

People come with expectations, so what can you do to accurately present your employer brand?

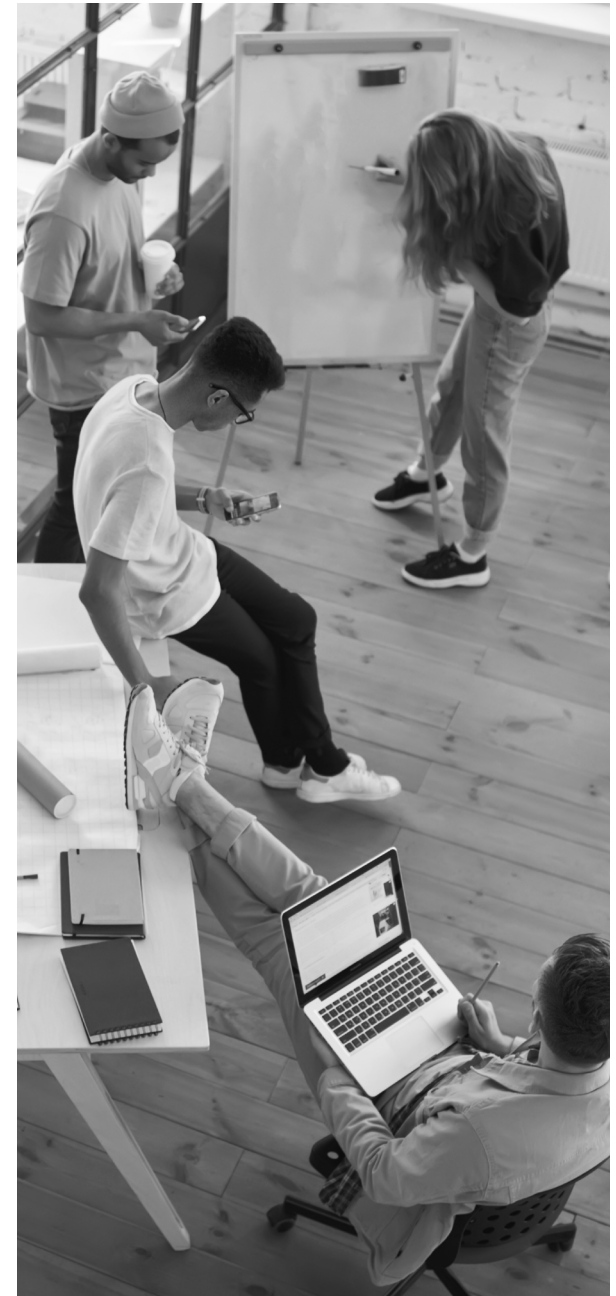
Firstly, look at data. There are various levels of social listening available online and you can get a feel for what people are saying using platforms such as Glassdoor for example. Another approach is to run events and showcase the 'real' culture to dispel myths about working in your industry. However keep in mind your employer brand can do more than just attract candidates, that is the easy bit. If you are not honest with jobseekers then you won't hold on to them.

"Selection is a bigger problem – if your processes aren't right, if you're not asking the right questions and you're not being realistic or transparent – then you certainly won't find the right people to stay."

You also need to be clear about who owns the employer brand. It goes far beyond the resourcing team. Is it corporate affairs, marketing or comms in your organisation perhaps? Though the process can be a long burn, it is essential because how else would you start to recruit?

Key takeaways:

- Define what you mean by 'EVP' and use language that will resonate within your own business
- Set clear objectives around the ROI in investing in developing your EVP
- Build on the overall purpose of your organisation and articulate what that could mean to prospective employees
- Give jobseeker's what they want by sharing detailed location, salary and benefits through real employees



ARE YOU READY FOR EMPLOYER BRAND 360?

Henry Oliver, Communications Consultant,
AIA Worldwide

A compelling session by Henry offered valuable insight into the future of recruitment. Currently, most companies miss a huge opportunity to engage with their largest untapped talent pool – people who used to work for them. Your alumni are a hugely powerful brand asset but their point of departure is often where the relationship ends. This shouldn't be the case.

“Forget the model hire to retire, you should be looking at hire to rehire.”

Wages have been flat for more than a decade now and the rise of Artificial Intelligence (AI) means we are not far away from many roles being automated. We can already visit McDonald's, order, pay and pick up your meal without human interaction; in Japan an entire hotel is run by robots. AI can no longer be ignored. In Europe and the U.S two million jobs have been lost in the services sector; Google is in the position where it is making more money with just one in ten people. The labour market is changing rapidly. Are you ready for automation?

However, soft skills are still vital in business, your resourcing strategy is not future proof without. As we battle a labour glut, and with wages remaining the same, we are in an hourglass economy where the gains will be larger at the top. Does this mean we are all doomed? The answer is no. There are some jobs that are at a higher risk of automation than others, just look at Goldman Sachs as an example. They now automate almost half of everything needed to

take a company to the stock market. Cloud robotics mean machines are learning and sharing everything they learn instantly, this saves time and resource compared to the human touch.

Apple was the tipping point for change with social capital, the way you deal with people is more important than ever, empathy is more important than ability.

Getting your company culture right is key and articulating that culture is more important than ever. Culture is to employer brand what product is to brand. The cycle of direct contact is also so important:



In the talent glut, employer branding and engaging with your alumni, those familiar with your culture, is more important than ever. Think of it as a talent orbit.

Engage, retain and retarget; don't advertise, recruit, churn and burn. Once you have people, keep them close: make it easy for both of you.

The Discussion

What can your employer brand start doing now to engage with your alumni and prepare for a world of looser talent relationships?

The Discussion began around companies either trialling or being part way through their journey with an ATS (Applicant Tracking System). Most were optimistic about the use of AI and how it would free up their teams to focus on providing a better candidate and hiring manager experience for example.

Another key point focussed on the level of resource plugged in to new starters versus the lack of process for when those same employees leave. What data is there to say you would want an individual back? What was their reason for leaving? When they left were they exited properly and engaged? How talent exits your company is critical if you or they are to consider returning one day.

“Businesses are not being honest enough with their people, there is a stigma of pride attached to leaving, are you making employees feel as though they would not be good enough to come back? There can be a sense of arrogance with organisations in the respect that they think they have advanced and would be too good for the ex-employee.”

This idea is outdated. Good leavers gain further experience and knowledge elsewhere and can share that knowledge. Re-hiring should be encouraged and openly offered. Afterall previous employees have a good cultural fit and will most likely have friends in the workplace. The average tenure is now only an average of 2 – 3 years, a lot shorter than in the past and therefore there is a higher chance someone will return.

“Who engages with leavers, is it hiring managers? This should be part of your strategy, although many organisations have alumni groups.”



One resourcing leader had an alumni group with 6.5k members who are not contacted. So what is another route to re-target ex-employees? Ideas came up about contacting them, but there is GDPR – General Data Protection Regulation to consider. Does this affect how we can target our alumni? Do employers know what they can and can't do? Ideally we need leavers to opt in during their exit. One organisation sends a postcard to regretted leavers every 6 months with a 'we're missing you' message to remind ex-employees of the opportunity to come return.

“Everyone has informal alumni networks, but no meet ups or official offboarding. The talent orbit is important but no one activates their brand to engage with that audience.”

The role of the resourcing team is changing. Roles have started to become segmented and 360 recruiters are no longer effective. We need to build teams with the capability to do it all but it is unrealistic for a single recruiters to cover every aspect of recruitment.

And finally a key discussion point was around the impact of exit interviews. There is acknowledgement that these are a crucial part of the talent lifecycle but who should conduct these? What information should we glean from these? And when should they take place.

Key takeaways:

- Understand why people are leaving your organisation? Are you miss-selling yourself as an employer? Is your EVP authentic and reflect what you really offer?
- Prepare your resourcing team for the future. Ensure you have the capability in your team to meet future requirements but don't expect recruiters do everything themselves anymore.
- Are you developing a workforce with the soft skills to meet the needs of the future? This will become crucial.
- Ensure that exit interviews are factored into your resourcing strategy. Collect the data from these and use to inform future recruitment initiatives and to target alumni talent.



CREATING AN EMPLOYER BRAND WITH PURPOSE

Catalina Schveninger, Global Head of Resourcing & EVP

Catalina presented a case study of how Vodafone have approached the development of their EVP with a very limited budget and a tight timeframe. One of the UK's most successful startups, Vodafone is a federated organisation operating in 26 countries, which poses a considerable global branding challenge. An organisation with many roots and a need to respect local identities.

The approach was to redefine the brand promise and the brand purpose. Customers and candidates are the same and therefore these apply as much to the employer brand as the consumer brand.

They asked their employees, contractors and stores what it means to work at Vodafone. This resulted in over 40k data points which were distilled into eight proof points. For the EVP this was simplified further to four. A toolkit was then designed and shared with local markets. The approach is to leave each market to localise and build their own stories around these proof points.

They have invested in some video content in the form of an emotive film around and a transgender employee based in the UK head office in Newbury. There is a risk to developing this type of content as people leave, but the focus is on content around the core proof points. The impact is measured on comments on platforms such as Glassdoor and also industry rankings and awards.



Key takeaways:

- *Understand what your employees think of working for you and what your contractors think of working with you – use both quantitative and qualitative research*
- *Establish what you as an employer can give employees – salary, benefits, learning & development, internal mobility, social responsibility etc*
- *Summarise these into less than 10 proof points and link to your overall purpose*
- *Unlock the power of that purpose through articulating these proof points to the business from the top down and encouraging everyone to tell their stories around them*
- *Measure the impact of your employer brand using internal and external data points – internal engagement surveys, employer rankings etc*

Contributors



ADRIAN WIGHTMAN

Head of Resourcing
Innogy (was nPower)



ANDY MCBRIDE (MIDDLEBROOK)

Head of Resourcing
Halfords Ltd



CATALINA SCHVENINGER
(PRESENTER)

Global Head of Resourcing
and Evp, Vodafone



CHARU MALHOTRA

Head Of Global Employer
Marketing & TA, Ferrero



DEBBIE GORDON

Director, Resourcing -
Special Projects, Centrica



GRAEME JOHNSON

Global Head of Employer Brand &
Talent Acquisition, BT



JAMES CLARK

Talent & Resourcing Operations
Manager, Argos



JAMES DOWLING

International Markets & Group
Head of Resourcing, BUPA

Contributors



JAMES DRIVER

Recruitment Manager
Neopost



JENNIFER CANDEE

Global Head of Talent
Acquisition, Mondelēz



JONA GJINI

Global Employer Brand Lead
VodafoneAuto Trader



JON WARWICK

Head of Resourcing
Sainsburys



KAT ROONEY

Head of Talent Acquisition
Countrywide



MARK BEST

Global Lead – Talent Acquisition
Strategy – Global Banking & Markets/
Global Private Banking, HSBC



MELANIE HAYES

Resourcing & Development
Director, Compass Group



OLI AMOS

Head of Resourcing
B&Q