**The Resourcing Leaders 100**

# The ultimate guide to future proofing your resourcing strategy

# Contents

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

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### 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.

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# Introduction

It is an ongoing challenge for all of us in resourcing to meet the everyday talent demands of our business as well as ensuring we are looking ahead to the future. In an era where there are new technologies introduced daily it is hard to keep up to date with the tools and methods we could be using now and in the future. This latest White Paper from our recent RL100 roundtable aims to help you prioritise key projects to ensure your resourcing strategies are future proofed.

*"Talent acquisition is moving at such a pace. If we want to engage talent we must keep looking forward as our need for information right now increases."*

# The discussion

The primary message from initial discussions with our RL100 delegates was that it is important to think about future proofing your organisation. All our challenges are different, you need to be asking how the changing workplace and the world around us will affect your business and you as a recruiter or talent team.

There were many topics discussed but the key themes were as follows.

**Data & predictive analytics** –using data in the right way. Ensuring you have at least some data on which to base decisions.

**Social media**– some thought this should already be the norm for most organisations and is therefore not a priority. Others disagreed saying it is an area which is constantly changing and that will play an increasingly important part in talent strategies.

**Diversity and inclusion** was also a key theme with the emphasis on inclusion and celebrating the real self at work rather than playing to 'differences'.

Unsurprisingly **automation** in attraction, recruitment and onboarding was a main topic too. AI and how machine learning will start to affect what recruiters do day to day was the main theme of this discussion.
How the **role of the recruiter is** changing and will continue to do so. The need for recruiters and those in resourcing to work together to learn from each other and change the industry as the world around us changes. The importance of influencing internally at exec level, recruiter behaviours and relationships with hiring managers were all considered important.

**Changing demographics** – it was agreed that the ageing population will continue to provide challenges with skills gaps and an increasingly multi generational workforce. In terms of geographical location, as roles change, the areas where new skills are will change and businesses need to adapt to that. For example, people are used to working in different roles so how do we harness or train local populations? There is a need to build personas based on this type of data and communicate in a way that will resonate on the right channels.

Aligning talent strategy to overall **business strategy** – 'what is the purpose of the organisation', why do we do what we do? Functions shouldn't be led by personality, there needs to be a link to the whole organisation. Recruiters need to fully understand and buy into that bigger purpose to be able to support the business in the right way. If recruiters don't get that right then the business will fail.**Resourcing accountability** – what is resourcing responsible for vs hiring managers for example? What are the capabilities of recruiters – as their roles change is it realistic to expect them to be 360 recruiters and cover all elements of resourcing? We need to get to a position where recruiters can focus on the high value activity and where the talent function can educate hiring managers on their role in recruitment

**Talent pipelining / workforce planning** – this debate centred around talent attraction vs talent development. In order to think longer term and be more agile you need to define the role of the talent function in your organisation. To stop thinking of ourselves as recruiters but more as resourcing experts. We should be looking at full workforce planning and not just recruitment. But where does this sit - with TA, HR or finance for example?

**Candidate experience** and how organisations engage with talent. The rise in the level of expectation of candidates from employers was the point of discussion. Building your employer brand to engage in the way candidates expect in the 'The expectation economy'.
**The gig economy** – which has lead to more contingent/contract workers. How are you hiring for projects? What do employers expect from candidates in terms of loyalty in return for investment/ training/flexibility? Global mobility is part of this as there are more remote & flexible workers. And clearly Brexit and EU mobility will impact this.

**Personalisation** in the same way we are moving towards authentic content as candidates see through and don't respond to carefully crafted corporate comms. Are all candidate communications going the same way?

# Seven priorities to future proof your resourcing strategy

From these themes the top seven areas identified by our Resourcing Leaders as key priorities were:

**1. Metrics & data**

This has been ranked as the number one priority. If used in the right way, data will enable you to make informed decisions by learning when you're doing the right thing and when you're not. Making decisions based on data allows you to maximise the effectiveness of your investment and to optimise budgets.

There are three elements: numbers, feedback and insight; creating insights that can actually help you improve a process with data that tells you what is really happening. The statistics behind the decisions we make, from where to post a job to where candidates are most responsive to your messaging.

Start with the data you already have access to; ask for help from other departments (for example, do you have data scientists elsewhere in the organisation?). It might be difficult to identify experts and best-practice, so make sure you stay connected to your network and share everything you have learnt. Real-time metrics could be the solution in some cases. Ensure you're using the data you have and continue to collect and define what you need, always linking back to your business strategy.

**2. Consumer / candidate experience**

This priority is about being more "experience" and less "process" throughout the talent cycle, considering how you can create a positive impact at every stage. If a candidate has had a negative experience, the damage is done. In this expectation economy, we need to respond at speed, give feedback and create an amazing candidate experience as good as our brand teams would create for

our customers. Candidates have more choice than ever in the job market and consumer-grade level of experience is expected as a starting point.

To define each experience we need to understand that behaviours for candidates and consumers are the same. Each touch point from start to finish, whether online or offline, is critical. It's about how a candidate or consumer feels when they engage with your brand and how it drives them to respond.

Start with a process map with a narrative behind each stage and then begin to audit your candidate experience. For example through mystery shopping and asking colleagues to audit the current process from an employee's point of view in each business area. And look externally at what leading job boards are using to make the candidate experience smooth. How could you use some of this functionality to enhance the capabilities of your recruiters?

### 3. AI / automation

AI is what can be learnt and developed from human behaviour; automation is a flowchart of tasks. The rise of technology in the workplace can be used to increase inefficiencies and move at speed, by learning from data and personalisation we can begin with automatic process management.

Our Resourcing Leaders considered this a priority for a number of reasons, the first being time. AI and automation allow recruiters the opportunity to talk to their talent audience on a one to one basis and build lasting relationships. By taking away some of the repetitive process tasks from recruiters, they can be freed up to focus on higher value activity. This is particularly true in volume recruitment.

So how do you address this priority? Speak with your ATS (Applicant Tracking System) vendor to establish whether there is any existing functionality that you're not using and explore how this could be used to enhance our process. Keep up with the latest technology but use what is relevant for you. Test, test and test again!

### 4. Flexible working

Flexible working is a suite of initiatives that enable your workforce to deliver their best in a way that is focused on outcomes. Most of our Resourcing Leaders considered this a priority for businesses and not just a 'trend'.

As organisations battle against the gig economy and candidate expectations continue to change, the need to compete in terms of the work-life balance you offer as an employer is critical in attracting top talent. Flexible working can provide access to rich talent pools and is a way to maximise the productivity and commitment of employees. Being responsive to the requirements of workers across different generations and life stages, is critical in the performance of your team.

To embrace flexible working you need to be open to the fact that a job could be in a different location and/or performed at times outside of standard working hours. You need to be equipped to allow your culture and people to benefit from flexible working, ensuring the right technology exists to maximise time regardless of location or work patterns.

Start by understanding the wants and needs of the workforce and how other organisations are getting it right. Make changes from the top down and provide external data on other companies and the reasons for offer declines, in order to highlight the importance of this style of working in today's workplace. It is critical to get buy-in from the top and then to make this visible on your job specs and job ads in order to shift the culture to focus on productivity and outputs.

### 5. Recruitment marketing

Recruitment marketing will continue to play a critical a role in resourcing strategy but we need to apply broader marketing principles to our attraction strategies. Recruiters need to think and act more like marketeers.

There is a need to be smarter about audience segmentation and ensure the channels and messaging we use are relevant for each of our target audience groups. Technology now enables us to 'micro target' to ensure our stories reach only those we are looking target.

Speak to your existing suppliers and see what they are doing to target your audiences. Be clear about your audience personas and test your messaging and employer brand with each audience on a range of channels. Think like a marketeer and use your internal brand teams and/or external brand partner to define an approach for each of your talent audiences.

### 6. Inclusion

Having an inclusive workforce is more important than ever. Celebrating the diversity of teams and actively embracing a wide range of ideas, perspectives and approaches in the workplace, directly links to business growth and innovation.

*"Diversity is asking them to the party; inclusion is asking them to dance"*

At work everyone should feel they can be their true self and not segregated by their differences. Employers can no longer afford to use 'culture fit' as an excuse not to hire someone, without truly defining what that culture is, and the attributes that someone would need to 'fit in'.

This needs to be addressed by all organisations, large and small. Partner with similar businesses to explore best practice for inclusion for key talent areas. Encourage teams to see differences as assets rather than potential liabilities, challenge stereotypes and re-assess your recruitment process. To make an impact on recruitment and overall business performance this needs to be embedded across the organisation.

### 7. Organisation & job purpose

Aligning your resourcing strategy to the overall business purpose was seen as critical by our Resourcing Leaders. If you understand what you're doing as a business, a team and as an individual, then others will too. If the resourcing team is aligned with that purpose it will have more influence with internal stakeholders and a bigger impact on candidates.

To address this priority you need to start with ensuring you understand your organisation's purpose. You may want to consider engaging an external provider with experience of employer branding to help build your EVP from your business purpose. But at the very least, work to ensure your resourcing team has a clear understanding of the overall business strategy and company values, and that they are able to articulate that to stakeholders and candidates.

# Example of how you might future proof your resourcing strategy - Lee Allen, Jobsite

In this session, Lee Allen from Jobsite put forward a case for flexible working as the ultimate way to future proof your business. With the stats to back it up, Lee talked through the options for flexible working and its place in the gig economy.

We know that work life balance is a priority for many workers in the UK. Research from a face-to-face survey of 8,000 people by Ipsos Mori and the RSA, show that roughly 1.1m people work in Britain's gig economy. Workers in the gig economy are classed as independent contractors. This is a labour market characterised by the prevalence of short-term contracts or freelance work, as opposed to permanent jobs. Their flexible nature benefits employers as they are only engaged as required, essentially a 'pay on demand' style agreement.

Why consider flexible working?
In such uncertain economic times and with people pursuing careers that suit their lifestyle, why is this unconventional style of work so appealing to so many? It is crucial to understand and accommodate flexibility in the workplace where possible, if you are to retain top talent.

The facts
·    14m Britons (42% of the workforce) say they would like flexible working
·    45% of employees rate flexible working as their best benefit
·    Only 6% of vacancies advertised online mention "flexible working"
·    28% of employees say that they are satisfied with their job but would still consider leaving 39% say they would entertain a 4.7% drop in salary in return for:



Flexibility - agreeing changes to standard hours or working patterns e.g for childcare commitments, or helping to reduce stress
Remote working - working off-site on a day-to-day basis. Although days can be scheduled when employees should come to the office
Part-time - but consider that you could potentially have a great employee working for you more than they currently are by using the above options

From an employer point of view there are a number of benefits to flexible working:
·    Increased productivity - telecommuters are twice as likely to work over 40 hours a week.
·    Lower overheads - working from home half of the time could save an average of £11,000 per employee per year
·    Higher retention rates:
·    76% loyalty increase in employees who work from home.
·    25% reporting lower stress levels.
·    73% saying they eat healthier while at home.
·    80% indicating they had a better work-life balance.

Fewer sick days - 78% of sick day takers aren't really ill, they are stressed or have family issues. Telecommuters typically work when they are ill.

These all contribute to helping build a happier, healthier and better engaged workforce.

Every one of your employees can request flexible working, whether it is someone returning from maternity leave or someone who has had a change in circumstances. As an employer you have a commitment to address each request on a case by case basis.

Accommodating employees in this way can be a win win situation – some of your best employees could be working fewer hours. Even on reduced hours, flexibility helps to retain good staff and attract staff too, meaning there is motivation and positivity within the team. The industry that is the best for this type of working is the healthcare sector, with engineering and manufacturing being the worst. The gig economy is a symptom of supply not meeting demand. The talent pool is being reduced as workers leave to find what they need.

Below is a checklist for implementing flexible working into your HR strategy. Number eight is an important one; clear communication of a flexible working policy is essential. It reduces uncertainty and is important to let everyone know they have the same opportunities as their co-workers to utilise the scheme.

1. Secure the commitment of top management
2. Draw up a profile of the existing workforce and their current hours
3. Take cultural issues into account
4. Decide the extent of flexibility to be introduced
5. Consult with employees
6. Consider appointing a working group to manage implementation
7. Work out the details
8. Communicate the policies to all staff
9. Identity a co-ordinator
10. Provide training in implementing flexible working arrangements
11. Evaluate the scheme

*Further reading:*

The current law on flexible working   https://www.gov.uk/flexible-working/overview

With flexibility comes the topic of Diversity and Inclusion, a topic we have covered in a previous RL100 White Paper available for download here: http://recruitmentevents-2813205.hs-sites.com/white-paper-diversity-inclusion-now-new-and-next-

Is the workplace always an inclusive environment that allows diversity to truly prosper? An excellent study on this is Mckinsey's – 'Why diversity matters'.   http://www.mckinsey.

## Why is it important to look ahead and future proof your resourcing team?

*"To avoid being left behind!"*

*"If you keep looking back you'll fall over. Forward focus is essential."*

*"The resourcing landscape is constantly changing with technological innovations and the wants and needs of candidates. Understanding that keeping abreast of change is now part of the job, it's critical to build a network of peers and professionals to debate the themes and challenges."*

*"The world is moving at a crazy pace. The world of work is forever evolving. Recruiters need to keep up with the constant change to remain relevant, competitive and to attract the best talent for their brand,  in order to grow their business and continually innovate to stay ahead of the curve."*
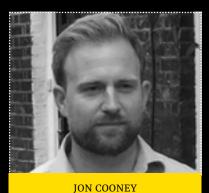
*"You will lose in business if you don't."*

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# Thank you!

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