THE RECRUITMENT EVENTS CO.

From Recruiting to Resourcing 2017
What's now, new and next?

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Wonder Works

Contents

About RL100 The Resourcing Leaders 100 is an 'invite by recommendation only' members group, exclusive to 100 of the most influential Heads of Resourcing and Director level talent leaders in the UK. The goal of the RL100 is to share its combined experience and expertise with in-house recruitment professionals across the UK. This Resourcing Leaders Summit took place in Whitstable, Kent over two days in May 2017. During this time 25 RL100 Members and supporting partners took a deep dive into a number of specific topic points with the aim to aid recruitment and resourcing professionals across the UK with their current strategies. **For more on the Resourcing Leaders 100 contact us on:** hello@recruitmentevents.co

01. About

Across the country, resourcing professionals are facing the same challenges. Whether you work for a multi-national organisation or operate independently, the issues are often identical – just on a different scale. How often do you get the chance to discuss these matters and hear how others tackle them? Or to gauge views and opinions, right across the industry? That what the Resourcing Leaders Summit was designed for – and we believe it's done its job. This year's summit was full of great presentations, round table discussions and lively debate.

Many thanks to everyone who attended and gave their valuable insight. We're indebted to our presenters - Ali Gilani from Babcock International Group, Hugh Fordham from Hollaroo, Jonny Cambell from Social Talent, Dan Richards from EY, Morgan Lobb from Vercida, Mark & Tom from Tonic Agency, Matt Buckland from Lyst, Jon Hull from Carillion, Melanie Hayes from Compass Group, who introduced the subjects and provided substantial food for thought. The results of this union of expertise are in the pages of this document. We hope it will give you a rounded view of the issues you face along with fresh thinking about the solutions. Due to the document's collaborative nature and to aid free-flowing discussion, we haven't attributed individual quotes.

Jamie Leonard

**Managing Director of
The Recruitment Events Co.**

The Recruitment Events Co. is an events business that works exclusively with the in-house recruitment community. Our belief is that small groups of people, talking openly and honestly, yield far greater output than one person presenting to a conference room of people. Operating now in our sixth year, we have hosted over 200 events, ranging from boutique networking events for 20 people, to festival style events of 800 in-house recruiters in central london hotspot, Hawker House.

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02.Executive summary

This document comes to you at a time of uncertainty: the shadow of Brexit looms large and the economic outlook is uncertain. While complex EU negotiations continue, resourcing professionals are busy navigating their own fast-changing landscape. One where giant shifts are occurring right beneath their feet.

The internet has already revolutionised the way resourcing works. But technology's not finished with the sector yet – not by a long shot. Content Marketing and social media are being adopted by more and more HR departments, while automation's gaining traction in an ever-greater number of areas. An increasingly digital-savvy generation has no problem with chatbots, AI and apps – but where will it end? Is there a point where the public will reject robotics in favour of

human beings? And what will the world of employment look like when so many roles have become automated?

While the answers to these questions might be beyond our ken, resourcing professionals have plenty of other matters to keep them occupied right now. Creating successful talent pipelines, hitting diversity targets, getting the green light for strategic workforce plans... The RL100 summit gave our professionals the chance to air their thoughts on these matters, which we've distilled into key take away points.

But the one theme that underpinned everything was the need for greater resourcing capability and better understanding of the function. Too often, there's a perception that resourcing and

recruitment are one and the same. The best professionals will teach their business the difference – but are there enough of them? Building skills – from managing proactive pipelines to content marketing – needs to be a priority.

Is sufficient training available?

As the world changes and our industry adapts and progresses, perhaps the key is spot opportunities – and be ready for anything.

03.Now

03.Recruiting or Resourcing?

What's the difference?

Resourcing and recruiting strategies. For some people, they're inter-changeable.

But for our participants, they are very different – and should be recognised as such.

So what defines recruitment and separates it from resourcing?

That was the first topic for our series of round table discussions.

The general consensus was that resourcing represents a broader, more holistic approach. Some saw recruitment as just one part of this wider, all-encompassing model – one that also includes employer branding, workforce planning, onboarding, exit interviews, talent pipelines and more.

As one participant put it, "Resourcing is all channels, all entries. Recruitment is 'here's a job – let's fill it.'"

Others identified resourcing as proactive and recruitment as reactive. Resourcing professionals saw themselves as working with other parts of the business, rather than for them. And that's where issues began to emerge.

Resourcing professionals felt they must be included in decisions made at the top table. A view of the organisation's bigger picture is vital for workforce planning, they say – but anecdotal evidence suggests that this notion is far from universally accepted. One contributor claimed that in his industry, there was latent insecurity that "Resourcing was a just a word to feel special." Unless Resourcing is understood and valued, it's unlikely to be included at senior levels.

What's more, resourcing's view can be restricted by the 'silo mentality'. When departments are closed off and regarded as separate operations, it makes difficult to come up with a coherent resourcing strategy. As many participants pointed out, the needs of departments – Engineering and Retail, for instance – can vary enormously. In a large organisation, who owns strategic workforce planning? And how you can you get involved early in the talent process?

> Recruitment is
> **'here's a job – let's fill it.'**

One contributor said that a good resourcing leader could – and would – demonstrate the difference between recruitment and resourcing. But herein lies another problem: a shortage of decent resourcing professionals. One participant claimed that she'd had to explain to one applicant for a resourcing job how a talent pool could save money. "They thought you just advertise a job and fill it," she sighed. So what's the issue? Some point to training and say that it's targeted at recruitment. While high quality L&D is clearly a must, there was a feeling that more was needed: a major shift in mindset.

Several contributors pointed out that in some cases, recruitment's a better option than resourcing. For example, start-ups need to be agile and recruit ad hoc as the company evolves. The future is too hard to predict – so long-term resourcing strategies aren't much help. And with situations such as Brexit, businesses may be forced to be reactive. Until the dust has settled, recruitment may be the only option.

ACTION POINTS...

Greater focus on the concept of resourcing across the industry. Champion the idea that resourcing is more than recruitment.

....

More relevant training to build skills required in the resourcing industry.

....

Ownership of strategic workforce planning needs to be clear. Plans need to be de-compartmentalised.

....

Resourcing requires an all-encompassing people transformation programme. **Identify** where it can the most value to the business.

Recruitment is a process.
Resourcing is the planning.

I don't think the organisations I work for would know the difference between recruitment and resourcing - and I think as a resourcing leader it's for us to differentiate.

Recruiting is the how.
Resourcing is the why.

I really struggle to find good people for resourcing roles - last time we tried to recruit for that level we had 80 applications and most of them could not go beyond the basic.
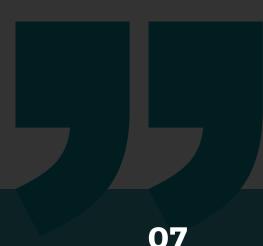
Recruitment is reactive.
Resourcing is proactive.

03.Planning permission

Where does strategic workforce planning live?

What if you looked at a workforce and worked out how each member could progress? You could develop skilled people long-term, eliminating the need to recruit at higher levels. Sounds like a great way to save both money and valuable time. But in reality, Strategic Workforce Planning (SWP) is not so simple, as our participants explained. How long should plans last? And who should be in charge? Cue some animated debate and firmly held opinions...

For some, it's ruled by
Business Partners
for others, the
HR Director

It's clear from our discussion, that different organisations have different ways of tackling strategic workforce planning (SWP). For some, it's ruled by Business Partners, for others, the HR Director. Some think it should be aligned with Finance, as it impacts on the wage bill. In short, the question of responsibility proved a distinct bone of contention. It seems HR want to take the initiative but businesses won't always let them. Some argue that this is right – the business knows what the business needs. Others claim that HR are the experts and should be left to run the show. One thing that's certain is that the Board must see the value. That means understanding the business and translating its needs into a viable strategy.

Winning support from the CEO may well depend on highlighting the business's 'pain points' and offering a solution. For that, what's needed is analysis and effective software tools. Systems such as CRMS can deliver duplicated data. It's vital that all solutions start with clean, accurate information. The first step's to perform workforce analysis and establish critical roles. From this point, it's possible to focus on those that give the business the biggest headache.

While this might please the Board, there's also the workforce itself to think about. Does the plan manage individual's expectations and offer varied career paths? Fail to meet employees' ambitions – and they'll leave hip-switch. In fact, they may even feel that it's more rewarding to hop from business to business. In such situations, what's to be done? One participant suggested reducing the time that employees must spend in a role before they can move to another. Or what about giving salary increases to people – but without a move up the ladder? Would this have the desired impact on development and retention?

There's also the fact that many organisations are more agile than in the past. With progress happening at pace, plans can quickly become redundant. Could a maximum two-year planning period be the answer? Perhaps. Another alternative is to keep things simple: no matter the size of the business, or how far ahead you can see, identify the critical roles – and make sure they're protected.
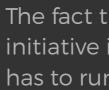
ACTION POINTS...

A SWP has to **start with a conversation** with the business. Highlight the problem and offer solutions.

....

SWPs require clean data. Make sure analysis is based on accurate information.

....

Begin SWP by identifying critical roles. These are the ones a plan should protect most.

....

Make sure the plan offers **career paths with variety**.

....

Manage expectations and be upfront.

The fact that HR is taking the initiative is good – but the business has to run the business.

You just have to factor in that people will want to stay in their roles.

You need to highlight the business's biggest pain points and then offer a solution off the back of that.

There are a number of tools out there, but by God, they're expensive.

Things change, so how can you plan five years ahead?

Workforce planning is totally dictated by finances and budgets.

03.Getting it right

How to hire the right person?

Getting recruitment right has always been a tricky business. After all, humans are complex creatures – how do you know which one would be best for a job? That's the challenge facing recruiters all over the world. In response, the industry has come up with various tools and techniques, as well as incentives to encourage results. So what's the best way to get a good quality hire? We put the question to our round table participants...

In many cases, recruiters are rewarded for getting a person into a role. The theory is that they're motivated to perform. But what is the incentive actually being given for? If it's for saving money and the volume of people recruited, this could be driving the wrong behaviour. Recruiters might be inspired to find many people quickly – rather than the best fit for the role. To get that perfect hire, the incentives on offer need to reward behaviour that will lead to a high quality candidate.

One participant explained how he measured candidates after 12 weeks in the role. Were they performing and did they still have the qualities that got them the job? If the answer was yes, the recruiter had excelled. If not, it was time to track back and find out what went wrong.

The same participant had also developed scoring and selection tools with the aim of helping recruiters make better decisions. These replaced old, needlessly stringent methods: in the past, even a Marketing person would have to take a numerical reasoning test. Such assessments meant that talented people could be failed on areas that weren't important.

For this participant, failure to hire the right person could be tracked back to an ill-conceived JD or bad choice of selection tool. But others felt that there was an x-factor involved – that the judgement of humans was "not an exact science." With this in mind, some people relied on a third party from outside the team to provide a corroborating opinion: would they want to go for a pint with the candidate? Or sit and listen to them present?

Another way to tell if recruitment is effective, is to have the team profiled on their abilities. While this can be a great way of assessing the skills within a team, the data it provides is only valuable in the right hands. Some hiring managers simply see the results as a pass or fail - an indictment (or endorsement) of their recruiting activities. In fact, the report needs to be interpreted by someone who understands the nuances and will know how to use the insight in the future.

ACTION POINTS...

Keep it simple – is it really necessary to have a numerical reasoning test on the fourth round?.

....

Have a policy – make sure everyone understands the way the organisation selects candidates..

....

Make sure recruits are inspired to find the right person – not the most people, or the most savings.

I had a CEO decline someone after 4th round interview because she didn't score high enough on her numerical reasoning.

I am a massive believer in the incentives put in place.

If you track back to where it went wrong, it's usually the job description that you used for the hire - you have hired against something that you didn't actually want.

It's not an exact science.

04.New

04.It takes all sorts (Diversity)

How can you hit Diversity & Inclusivity (D&I) targets?

Creating a diverse workforce is not as easy as it may seem. While greater awareness and legislation have transformed recruitment, many teams still struggle to meet D&I targets. Every organisation faces its own challenges – and these issues are often front of mind for professionals. But there's no one-size-fits-all solution. So how are our contributors coping?

Every organisation has its own strategy for achieving D&I targets. But what works for one may not work for another. One participant explained that they had a male and female interviewer at every interview. Another had a programme about sharing stories involving 'gratefulness'. But the general consensus was the key to success lies far deeper: in the company itself.

> There needs to be an **inclusive culture** that cascades down from the very top.

There was a sense that looking at Diversity in terms of quotas was tokenistic and a superficial response. Instead, there needs to be an inclusive culture that cascades down from the very top. Our contributors agreed that leadership and processes were where the solution started – with strong diversity policies, driven by the board. The working environment needs to be living example of inclusivity in action, with members of all communities given respect and visibility.

This thinking needs to be extended through all HR and recruitment activities, for example, attraction strategies, pre-boarding and on-boarding. The selection stage is too late: inclusivity needs to be apparent within the initial marketing.

A combination of channels is needed to appeal to a broad audience, and a balanced shortlist is the goal for every role. One contributor cited the importance in investing at entry level; that way, a diverse workforce can be long-term – developed up and supported throughout their careers.

Participants also stressed the importance of challenging those who refuse to play ball. One recounted how a male engineer was eventually fired because he would not hire women. Another mentioned a situation where a man objected to the best candidate for a job – because she had two children. It seems education is ongoing commitment.

Despite greater awareness of the beneficial effects of a diverse team, there's still resistance. "As soon as you talk about diversity, people feel you are lowering the bar," said one contributor. Could the answer be blind CVs, as another guest suggested? It's possible... If companies need to be neutral, maybe candidates do too?

However hard recruiters strive for diversity, there's a point where they have to admit defeat. There was acceptance that some areas and roles simply don't appeal. One contributor wanted to recruit a female engineer to go to Angola. "We were losing talent," he says, "because we were waiting for the unicorn." As all participants strongly agreed, the most important factor was to pick the best person for the job.

ACTION POINTS...

Diversity comes from inclusivity. It all begins internally, with **a shift in culture**.

....

Inclusivity needs to come from the top. **supported and driven by the Board**.

....

Inclusivity has to be **a theme throughout the recruitment process** – from marketing right through to on-boarding.

....

It's the responsibility of recruiters to **challenge and educate** those who fail to support diversity policies.

....

Social mobility and social inclusion are going to be the most pressing issues in diversity.

Once you get to selection it's too late, you need it right there in your marketing.

Diversity without inclusion is worse - you have to have an inclusive environment and visibility.

We still want to hire the best people, but we are always thinking about it [diversity]. But as soon as you talk about diversity, people feel you are lowering the bar.

04.No through road

What are the obstacles for talent pipeline planning?

A proactive approach to recruitment can pay dividends – but it's by no means straightforward. A talent pipeline needs care and attenion. Who's going to be responsible? And what channels should be used? Does LinkedIn still work? And is a pipeline really that crucial? For the answers, we turned to our guests...

When a talent pipeline works well, it builds engagement and delivers great candidates straight into an organisation. When it doesn't, it can be expensive – in fact, the investment far outweighs the reward. It therefore pays to get it right and iron out any problems.

It could be as basic as investing in a good ATS. Without the capacity to track candidate interaction properly, maintaining a pipeline could be a struggle. But let's say you've got a system that does just what you need. What else do you need to think about to get brilliant candidates flowing into your business?

Many contributors identified the key as personalisation – understanding what each individual wants. A tech person may want to know about shifts, while a sales person might be interested in OTE and bonuses. A one-size-fits-all approach will bore and could leave candidates alienated. However, personalisation takes time, which not all teams have to spare. This is especially true in smaller teams, where talent pipeline responsibility may be bolted onto an existing role. For a talent pipeline to work, a business must have the required capability. Do team members have the necessary skills? Can a reactive recruiter handle proactive pipelining activity? Will they know to say "Tell us about you," rather than

"Let me tell you about us."? When so much depends on looking out, rather than in, will recruiters make people feel at ease and understand nuances?

Though LinkedIn might once have supplied a rich seam of potential candidates, many feel that it no longer offers the same treasure trove of talent. Comments ranged from "not particularly engaging" to "the pool has been sucked dry." Some resourcing professionals yearned for a space where they could interact over time. A place without 'make-or-break emails' where passive candidates could gradually become active.

One final obstacle is the complacency of big brands who think that people will apply just because they're known. Coming across as arrogant can be a turn-off for candidates. What's more, news could quickly spread. Senior leaders can be just as damaging. Some have an unrealistic view of talent pipelines and in consequence, manage them badly.

Assuming they've leapt these barriers, how can resourcing professionals make their talent pipeline really surge? The secret seems to be creativity and paying attention to individuals. One contributor cited the success of 'Day in the life' features. Another described how he had invited potential candidates to boardroom dinners with speakers. Both examples demonstrate the basic principle that underpins the success of the talent pipeline: for candidates to flow in, innovation and empathy need to flow in the other direction.

ACTION POINTS...

Talent pipeline strategies must be tailored for the roles or business level.

....

Look beyond LinkedIn.

....

Get a decent ATS.

....

Think interaction over a period of time: "when you're ready, let us know."

....

Personalisation is crucial.

We're using meet and engage, and saving an absolute fortune.

We're interested in the nuances - how is a candidate you invited in? How do they feel when they're there?

Capability within my team is a challenge - they are reactive recruiters. Where we have tried to go into the more proactive pipelining, we have struggled in some areas and succeeded in others.

There's a difference between talent pipelining and talent pooling.

05. Next

05.#thefuture? (Social & Automation)

How are trends for social media and automation changing resourcing?

No one's in any doubt that technology is having a huge impact on the world. Through apps, robots, AI, digitalization and more, almost every aspect of life is being transformed. Driver-less cars. Robotic production lines. Delivery drones. And closer to home in HR, chatbots, programmatic advertising and data analytics. Then, there's social media – a constantly evolving field. How is it affecting resourcing? And is it here to stay? The contributors to our roundtable got stuck into the nitty gritty…

Today,
no recruitment team is without its trusty
Application
Tracking System
(ATS)

Data analytics have also become standard, at least in larger organisations. As technology continues to advance, what else will become the norm? It's already common practice to use the internet and social media to attract and search out candidates. LinkedIn, Facebook, Twitter – they've all taken significant roles. Through these channels, inbound marketing has sprung up and is making serious waves. Today, recruiters are drawing applicants to their organisation instead of hunting them down. A constant stream of interesting, relevant content builds followers, who are friendly towards your brand. Our contributors agreed that this could be the basis for successful candidate attraction. Clearly, it's a big step forward for recruitment. In the past, traditional outbound marketing ran the risk of alienating potential candidates by bombarding them with recruitment material. The result? Good people becoming hostile to the organisation or running for the hills. And that's definitely not in most recruiters' plans.

However, it takes expertise to manage social media and inbound marketing operations. While bringing new skills to the team is great, our contributors highlighted problems. What do you do if you have a small team which has to take on these new activities? One participant suggested that in these cases, resourcing professionals would need to "decide which hat they're wearing."

In recent years, the chatbot has become big news too. Able to help potential applicants at the early stages of the process, they use basic AI and machine learning to answer candidate questions and draw new talent in. But don't candidates feel uncomfortable, with the lack of genuine human contact? Perhaps some do – but did you know that 83% of them thank chatbots at the end of a session? Once directed to a careers website or an online application, sophisticated algorithms can sift out the most promising talent. Online assessments continue the process. Human recruiters only become involved once the numbers have been cut down.

In this way, automation has really come into its own. The trend seems set to grow, with more and more organisations adopting automation for front of funnel activities. This is now. But what about the future? Our contributors agreed that a scenario where robots interviewed candidates and AI planned hires was definitely unnerving. Will society accept more machines and the loss of the human touch?

ACTION POINTS...

Automation seems to be the future for front of funnel.

....

Inbound marketing can form the basis for successful candidate attraction.

....

Smaller teams may struggle with new tasks generated by inbound marketing. Roles and responsibilities need to be **clearly set out and allocated**.

Connectiveness is key – you want everything to hook up with each other.

If something doesn't benefit the company, don't get it.

If you can afford to ditch the old ATS systems and go for newer technology, it's the smart thing to do.

05. How to win friends and influence people (Influencers)

Using familiar faces to leverage buy-in to a brand

In today's world of vlogs, Instagram and Pinterest, the power to influence has become a commodity.
Kendall Jenner. Zoella. Deliciously Ella. The stars of these platforms have millions of followers and fans.
So it wasn't long before commercial marketing took an interest – and began exploiting their popularity.
For HR and resourcing, it's an interesting concept, but a very different kind of challenge.
What do our contributors think about using influencers to recruit?

In many ways, influencer marketing is still taking its first tentative steps in HR. However, opinions are divided on the benefits and efficacy of this approach. It's early days – but there is an appetite. After all, there's broad recognition that we're now "an Instagram generation."

Those who have tried influencer marketing have positive stories to tell. One participant said that linking with an influencer (in this case a chef), produced more interaction that any other work she'd done. Another paid a well-known vlogger £300 for every mention of the company's name and says the conversion rate was fantastic. A recruiter targeting school leavers, used parents' stories about their children's experiences as apprentices to great effect – which goes to show that influencers don't always have to be famous!

Our discussion also revealed that some felt influencer marketing simply wasn't appropriate. After all, it's a consumer marketing tactic – can it really be applied to HR? For our critics, the answer was a resounding and definite no. Using influencers was too superficial, they said – we're talking about major life decisions, not buying products. There was also concern that audiences in the UK were cynical towards this kind of strategy. Would British viewers see (and reject) influencers as an obvious sales trick?

In other quarters, cautious approval was expressed. Some noted that influencer marketing could be |an effective way of changing the perception of a business. Others said it could work – but only with provisos. For example, all brand output would have to honest and influencers would have to be carefully aligned with organisations.

Our most positive participants recognised that this was still an emerging area, but were keen to explore the possibilities. "Marketing have been doing this for years," said one. "It's time we caught up."

"

There are so many new avenues that people should be exploring.

Gaming people hang out on Twitch.

Marketing have been doing this for years and we need to catch up.

We cannot simply transcend consumer marketing to human marketing. These are life decisions - not buying a soft drink.

"

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Thank you to all our partners for your input and support,
we look forward to another great event.

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