



The Resourcing Leaders 100



Metrics & Analytics

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Jamie Leonard

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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.

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

Big data and 'people analytics' are nothing new to talent and resourcing, but the metrics we use and more importantly, how and why we use data is very much a point of debate. We have moved on from data for data's sake and are beginning to see predictive analytics being used to optimise performance. Our RL100 round table say our members discuss how they are using data in their organisations to influence strategic talent decisions and drive performance. This paper outlines their thoughts on how data can add value to the resourcing function.

Patrick Welch, Digital Strategist – AIA

To recognise the difference between metrics and analytics, you need to understand the purpose of each. Metrics are a standard of measurement that serve as an integral component of accountability and they are only valuable if you can manage them. Good metrics have three key attributes: the data is consistent, cheap, and quick to collect. Analytics involves applying statistics and math to see patterns in data.

“Data itself has no value and without context it is meaningless. Without an opinion, you are just another person with data.”

Starting with the user journey and how job seekers use career websites, Patrick of AIA shared some data which had been collected from 300 careers sights globally. Results showed that candidates bring themselves to a careers website through a search, often a specific long tail keyword, not by the url your organisation promotes. However, once visitors have reached your page for the first time they do not necessarily apply and need to be retargeted.

“It is as important to let jobseekers know they are not the right candidate, as it is to attract them, we need to enable them to self-select at the first stage to improve their candidate experience and our own internal screening process.”

44% of completed job applications came from candidates who interacted with nothing more than a job description. The average path length for candidates who interacted with an employer review profile before applying was three pieces of media and those who did this and went on to apply were 30% more likely to be hired. Organisation's should be focusing on the candidate journey up to the moment the candidate applies. What are the expectations and behaviours of the candidate and how can this be measured for optimisation?



‘If no one knows about your culture then what’s the point in having an employer brand anyway? Employees are not like customers; companies have to consider them as volunteers, not just workers.’

Systems can be as much of a problem as a solution – if they are not set up correctly in the first place to give you the data you need, then they are of no help. Organisation's face huge challenges when multiple systems are used and on a large scale. You need to start by understanding what you want to measure and why. Then see if the systems you have can provide these. So, what can you do today taking the first steps? Use web analytics and measure cost-per-action (CPA) by job title, category and location. Start with the macro data and then you can make decisions off this information; only 54% of organisations are making decisions using data.

Tim Pröehm, Senior Director RPO Centre of Excellence – Kelly OGC

During Tim's session, he gave insight in to best practice for tech and strategy with recruitment process outsourcing (RPO). If you know the topics a client is interested in and know what their KPI's are, then you can collect relevant data. To gather the data there are various models that can help you. The six dimensions of recruitment analytics is key in helping to figure out: what type of talent you need, what the best way to source that talent is, and the quality of the candidate, are you hiring the right talent? It is important to have an individual approach to this as each organisation varies, and research from ATS providers on the same subject can come out with totally different insights and data.

Common metrics to look in to during the hiring experience are the quality of hire and speed of hire. The four main sourcing areas are:

- *Inbound – you do not know the candidate*
- *Outbound – you know the candidate and you reach out to them e.g. LinkedIn Inmail*
- *Network – part of the talent community, personal networks or referrals*
- *Agency – known to 3rd party*

We can collect data from these sources however not every organization has all the pieces they require. Many only have one element and are overwhelmed and cannot track data. An interesting development that some industries are trailing out is the use of chat bots. How often is the candidate using the technology, how many questions does the candidate ask? Virtual talent community manager understands which content resonates with the candidate. Chatbot metrics:

- *Active / engaged rates*
- *Confusion triggers*
- *Conversation steps*
- *Average number of conversations*
- *Retention*



The Discussion

Almost all our resourcing leaders said they had come across the problem of bringing their data to life. Whilst Glassdoor was used across the board many said it offered, at times, valuable insight from data across the past 12 months, however it also had elements that when looked at holistically didn't make much sense. A huge problem for some had been collecting data from global teams, how can you report on race around the world or diversity? There is a need to track and integrate multiple systems, a suggested application to help with this was Oracle, a modern cloud platform that seamlessly connects an organisation from any device and offers data driven intelligence. Another theme amongst the discussion was about inclusion and how to measure it, as well as how to prevent disparity when hiring; this links to our previous white paper on Diversity and Inclusion.

"A report I put to the board showed 68% of applicants were women but 67% interviews go to men. The white middle aged men will hire white middle aged men, almost 70% of interviews were men, but then offering a role to women."

Using tools like Excel has the functionality to manipulate data but you need to be diligent about what you input. If you are limited in time to gather data, you need to be sure about what it is you need to answer, and use a workable application that is free, Indeed is great as a free ATS.

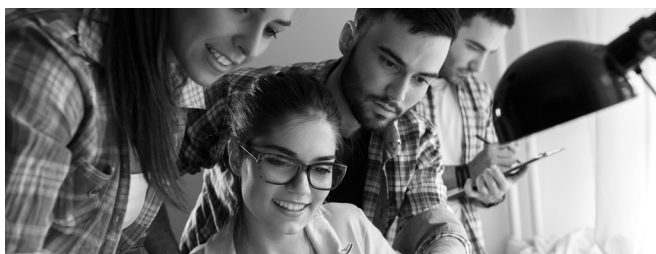
"In terms of landing, you need to establish what your customer cares about. Work with head of HR and get in front of senior stakeholders, find out what they care about. It probably isn't type to hire."

An observation from some leaders suggested that recruiters traditionally do not track their own performance, they often assume someone else will do it. But if they were encouraged to track things for themselves and management then follow that



performance, it creates an easier process to follow the whole journey. It is important to set accountabilities for your team, not everyone will be organised but they should all take an active interest. Similarly, if you create data and share it with your recruiters in a positive way, you can try to create success, for instance if the average time to hire in your organization is 365 days, you can indirectly get teams to compete against one another and improve this.

What is time to fill and what is time to hire? There is a lot to talk about data, but why do we need it? There are various interpretations around business of what they all mean and there needs to be recruitment verification so you can start to benchmark yourself as best practice. There was emphasis about data visualisation in recruitment analytics, to help identify patterns and it was agreed that the next generation data sources are looking to be chat bots. A few useful tools mentioned were Google data studio, which is a free version of Tableau, and an extremely useful guide on UTM tracking can be found on employerbrand.com - <http://www.employerbrand.com/articles/utm-s-for-recruitment-measuring-success>.



Key takeaways:

Tips on where to start with resourcing analytics:

- What do you want to track – what's important to the business, and most importantly why?
- How are you going to define each metric? Critical to clarify from the outset so there is a common understanding
- How are you going to track it? Resource & tech considerations? (Excel vs ATS) But there are a lot of free tools available: Recruiterbox, workable, Indeed
- Leverage what resource you have in the organisation eg. data analytics team, BI team
- If nothing else, use the analytics on your website – this is free and tells you a huge amount about candidates and the source of your traffic

"Try and never give an Executive/Senior team a detailed 'standard' report. Too much detail will blind them to the story you're trying to tell. Only feature what is of particular concern (either to them or to you) or shows particular opportunity. Your story will be stronger for it and you are more likely to get the reaction you want."

Further reading: <http://www.employerbrand.com/articles/utm-s-for-recruitment-measuring-success>

Example dashboards for Data Studio (free Google Analytics visualisation software by Google) <https://datastudiogallery.appspot.com/>

A simplified view of resource requirements

Ryan Broad

The following outlines an approach to talent forecasting with an example Excel spreadsheet with formulas for you to use.

[Link to Excel spreadsheet example:
<https://drive.google.com/open?id=oBx9nCbUfnjceW1LazBmcWFLdVvk>]

The starting point for any talent acquisition strategy is to gain a view of the resource the organisation requires to operate, and what gap attrition will create.

Staff Turnover

Sometimes a daunting task but this data is usually readily available and easy to access. Start with the HR system or your payroll to establish:

- number of budgeted employees – current perm headcount
- average weekly wage – this will help to calculate the average annual salary budget
- voluntary attrition rate
- number of leavers per year
- time to start or time to fill
- notice period
- multiplier for temp cover

By including a multiplier for temp cover you can identify budgeted salaries that aren't being paid to employees because salaries will not be paid between the person leaving and the new person starting. This is useful for several reasons:

- To pay for temp cover
- To be invested in attraction
- To pay for a supplier to help

Example Excel formula to calculate this cost:

$$= (d) * (e - f) * (b) * (g / 5)$$

| Staff Turnover Costs | |
|--|--------------------|
| Number of Employees | 798 |
| Average Weekly Wage | £694 |
| Total Average Annual Salary budget | £28,798,224 |
| Current Voluntary staff turnover | 16.00% |
| Average time to start replacement (days) | 60 |
| Average notice period (days) | 30 |
| Leavers Per Year (voluntary attrition) | 128 |
| Potential Temp Cover Cost or Salary Savings | £531,660 |

This data will enable you to elevate conversations with senior management around hiring priorities and, over time, track and forecast trends in attrition and time to start.

Sourcing Costs

It is important to have visibility of the activity required to generate the required number of quality candidates for each position. The following data points should be available from a candidate tracker or ATS.

- how many days to shortlist one candidate
- average number of shortlisted candidates presented to the hiring manager
- number of direct hires
- attraction budget per hire
- average recruiter weekly salary

Example Excel formula to calculate this cost:

$$(\text{Number of leavers per year} * b * a) * (e / 5) * c + (d * \text{Number of leavers per year}) = \text{Sourcing cost}$$

| Sourcing Costs including attraction / branding | |
|--|--------------------|
| Sourcing / selection time per applicant (days) | 0.75 |
| Av. shortlisted applicants per position (manager review) | 15 |
| Percentage of direct hires | 50% |
| Average recruiter weekly wage | £900 |
| Attraction / branding budget per hire | £500 |
| Total Sourcing Cost | £193,116.00 |



Recruitment Fees

This is simple but important from a budgeting, forecasting and trend analysis perspective. The usual approach is to focus on the number of hires as a starting point. An alternative is to divide the total average salary budget by the voluntary attrition percentage to give an accounting view of attrition. Then multiply that by the average recruitment agency fee and again by the percentage of agency hires; this gives you the forecasted recruitment fee cost. Please note that this is a forecasted figure but a credible method to validate your agency spend projection.

| Recruitment Fees | |
|--|-----------------|
| Average recruitment fees | 20% |
| Percentage of agency hires | 50% |
| Forecasted Recruitment Fee Cost | £460,772 |



Building a business case for additional resource

Understanding sourcing costs is one of the most important ways to measure capacity. We have all be in a situation when the number of open roles increases and we need additional resource to meet that need. An approach to this is to identify the average recruiter salary (e.g. £40k) and let's say you have 2 recruiters, subtract the attraction budget from the total sourcing cost. In our example, this leaves £129k. Divide that by the average recruiter salary of £40k which equals 3.2.

For the hiring function to continue delivering the same service which delivers 15 qualified candidates per open positon, 1 more recruiter is required. The impact of not adding additional resources and continuing with 2 recruiters will reduce the number of candidates that are sourced / selected for managers to review and significantly increase the time to start.

Contributors

"Great afternoon sharing interesting views on a topic that should be on top of every business leader's agenda. Diversity & Inclusion is not just the right thing to do but it totally makes business sense"

Christos Tsaprounis
Head of Resourcing and Development
Auto Trader

"The D&I agenda is huge at the moment and rightly so. It was great to discuss how other businesses and industries are addressing the issues and quite comforting to learn that we're not alone in our challenges. Much more needs to be done and we as Resourcing leaders need to continue to emphasise and evidence that a diverse and inclusive workforce isn't only the right thing to do, it also makes business sense."

Rob Aylward
Head of Recruitment
Great Western Railway

"The most important message for me was the focus on the inclusion and not the difference of people in the workplace, and encouraging activities across differing people types and groups is a more positive way to go rather than segregation."

Roger Mcgeachin
Employer Brand and Talent
Technology Expert
AIA Worldwide

"The shift from should do, to must do, is fast becoming a reality for employers that have seen the commercial benefits of diversity and inclusion in the workplace. Leveraging internal diversity initiatives as an integral part of the EVP is helping employers to define their workplace culture and provides a point of engagement to job seekers looking for evidence at the start of the hiring process."

The traditional approach to diversity as nice to have has become a thing of the past, 'new diversity' is fast taking the centre stage of forward-thinking employers."

Morgan Lobb
CEO
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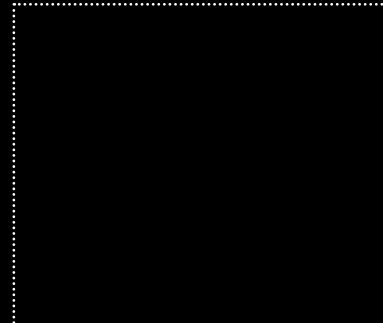
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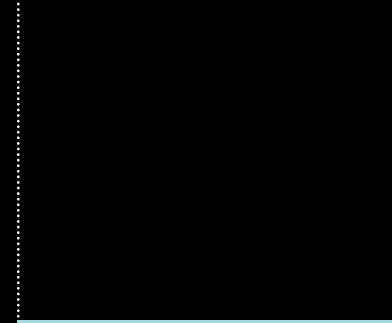
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Thank you!

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Carve is a social media agency helping the world's leading organisations #getsocial. Experts in social strategy, social recruiting, advocacy, employer brand activation and systems integration, Carve is about relationships x recruitment x results in #realtime and is the content partner to the RL100.

We are passionate about helping our clients build internal capability and improve understanding of how digital can help organisations build and maintain relationships with their people, candidates and customers.

We contribute to the conversation at all the RL100 round table events and use insights from the discussions to produce this series of White Papers.

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Thank you!



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Key Takeaways

from RL100 Contributors

"There is so much on the HR & Talent agenda at present – the take away from me is how to better select and assess talent. Challenge the norm"

Brian Dean
Chief People Officer, Anchura

"It's great to discuss key topics with fellow professionals, and even better to realise the issues facing my team and organisation are similar to others. The discussions today will mean we refocus our strategy when it comes to Future Talent"

James Clarke
Talent & Resourcing Operations Manager,
Argos

"Not being over reliant on your learning provider being your only source of apprentice candidates. It's important to strike the right balance, personalise the candidate experience and retain your attraction and brand message."

Kat Rooney
Head of Talent Acquisition, Countrywide

"Make sure you know WHY you're hiring a grad, is it for them to work towards being a future leader OR to fill a gap right now and ensure your stakeholders are clear from the start and have bought into this. With all the exciting new technology in the recruitment space and the noise around millennials wanting everything digital and at speed, don't forget the human touch is still important."

Sian Smith
Global Resourcing & Talent Manager,
FitFlop

"Great minds don't always think alike but that's what makes a great debate. Lots of great ideas discussed and shared; encouraging to see creativity is thriving in the recruitment industry. Continue to engage with your diverse set of recruits after the recruitment process to ensure longer-term retention."

Brian Sinclair
Head of Student Recruitment UK&I,
Congnizant

"There is certainly a wind of change in youth recruitment, partially brought on by the upcoming apprenticeship levy. Many school leaver and graduate employers are now putting greater value on the fit of a candidate to their business, considering the soft skills a candidate possesses rather than their educational background or work experience. This is a really positive market shift and one which will work towards ensuring our future talent join the employers and programmes which are most suited to their skill set."

Alexandra Sydney
General Managing, Milkround

"That lots of people have similar challenges, and there are a multitude of different ways that people are overcoming them, the important thing is to think very clearly about what you need and what will work for you, in your organisation and your sector, rather than jump on the bandwagon of the next big thing."

Sarah Dingwell
Head of Talent Acquisition, Clarivate
Analytics

Key Takeaways

from RL100 Contributors

"The next generation of leaders have more freedom of choice about how they work than ever before. With the increase in popularity of "gig work", there is a greater emphasis on finding work that better supports work-life balance meaning that some future talent will never engage as a permanent worker, instead choosing to be a part of the gig economy."

Lauren Clovis
Marketing Director EMEA, Kelly OCG

"There's a dichotomy at play in marketing to future talent – on one hand we are marketing to the most digitally savvy audience ever, and the most likely ever to share information online with brands they trust, and yet, over 60%(source: AIA & The Student Room Stem Report 2016) of them (from GCSE to grad) want to meet future employers face to face. So our candidate journeys have to be multifaceted, highly engaging and, above all, human from start to finish. "*

Gareth Edwards
Executive Vice President, AIA Worldwide

"With UK unemployment at a continued low, and skills gaps across all sectors, it's great to see that recruiters are looking at varied and innovative ways to attract the future talent they need. Thinking like the candidate you want to attract, and building a recruitment process that reflects that audience need, is key. Our research shows that this is particularly the case with younger hires, who prefer a compressed and agile interview and assessment process."

Kathy Dyball
Head of Marketing, Totaljobs.com

"There's a positive shift on the horizon in the student recruitment market; one which moves away from an outdated reliance on academic criteria to assess future potential, towards a data-driven, far more inclusive approach, which truly defines what good looks like. It's an exciting time to be in the space."

Nicholas Shekerdemian
CEO, Headstart App

"The Talent Acquisition process will radically change within the next 18-24 months. The need for digital, mobile talent experience and pressure of optimization will dramatically alter how we attract, analyse and onboard young talent."

Cagatay Guney
Managing Partner, Peoplise

"Major global trends like enhanced digital technologies, the consumer mindset of candidates and overall disruptive changes of market environments require companies to completely transform the way they attract and engage their prospective leaders on the future talent market."

Tim Pröhm, Senior Director –
RPO Center of Excellence at Kelly OGC

"A recent study by the Bright Network has revealed that more than a third of students are submitting between 7 and 15 job applications. It's not surprising, then, that 7.1% of students are reneging on job offers, according to AGR data. These stats prove it's never been more important to get the end-to-end candidate experience right. An engaging, enduring experience can mark you out from your talent competitors, keep candidates interested, and ensure you secure the talent you want."

Ross Davies
Marketing Bids Manager, AIA Worldwide



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