



The Resourcing Leaders 100



Future Talent

– Now, New, Next

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The Recruitment Events Co. offer 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 Future Talent?

We chose Future Talent as our first subject because the way we attract and engage that audience is an ever changing landscape and realistically will probably change by the time we get to the end of 2017.

Introduction

Future talent is high on the agenda in 2017 for most organisations, large and small. How we attract, assess and retain 'top talent' is a consistent theme at our events and there is always lively debate about what millennials want and how we should be communicating with them. And with the introduction of the Apprenticeship Levy this April, how we introduce and resource more apprenticeships is now an urgent priority for many. Future talent therefore seemed an obvious first topic for the RL100. We invited two experts in the field to present to our panel to stimulate the discussion.

Brian Sinclair, Head of Student Recruitment at Cognizant shared a set of strategic templates he has developed over his 23 year career. And Nicholas Shekerdeman, CEO of the innovative 'Headstart' app challenged the whole graduate recruitment process highlighting how it is not designed for today's future talent. This paper summarises their approaches and documents the discussion which followed. We have included key takeaways and quotes from our RL100 members on the subject.

Setting up a new recruitment process for Future Talent

Brian Sinclair, Head of Student Recruitment, Cognizant

Brian's session was based on a set of practical templates to help Resourcing Leaders position their student recruitment strategy with internal stakeholders. These covered all the key elements of a strategy for future talent including:

Define what you mean by a 'student hire' – someone with a recent qualification, a future leader? A critical first step to ensure all stakeholders are aligned and hires meet the needs of your business.

Plan your campaign – distill everything into a one page plan showing timescales for budgeting, selection, milkround, marketing and headcount for example. Base this on an ongoing annual cycle of 'Fit, Find and Filter'.

Forecast requirements – work out the resources required by the business. Target hires vs conversion rates x resource per stage. There should be a distinction between technology roles – do you want 'grads in tech' or 'the tech in your grads'?

Candidate perspective – candidates are attracted to successful businesses so consider the role your employer brand has and how you can tell your story best.

Marketing framework – outline candidate touch points and messaging at each stage.



On Campus presence – challenge why you visit certain campuses. Take a data lead approach and deliver workshops, presentations or digital content only where most effective.

Activity calendar – summarise all activity month by month to help manage resourcing and maximise stakeholder engagement.

Review your application process – is this appropriate for all roles? Do you provide candidates with access to 'human beings'. Analyse at which stage of the process you are best investing in.

"The intern you hire in the summer – how do you know they will be the graduate you need next year? Things change so quickly."

The Discussion

Millennials are very different in terms of what they desire from a workplace. We are faced with a generation who have been raised in a time where they want everything now, have been labelled impatient, and are not afraid to quit a job if they feel it no longer serves them. This can be difficult for UK business when no organisation can afford not to recruit the best talent, and all the best talent comes from a pool of millennials.

The modern workplace needs younger employees to gain experience and replace previous generations in positions of leadership, but millennials seem to face a unique challenge doing so when compared to other generations. A main theme of the discussion focused on whether there was the requirement to still go to University campuses' and sell yourself as an employer. Do you do this because it is something you've always done? Whilst some of our Resourcing Leaders agreed to this method, others opposed and argued graduates aren't always the best employees.

"Our data shows that those who come from non selective comprehensive schools perform better over five years and they're the ones we spend longer convincing they're better candidates."

A real correlation has been found between criteria based assessment, from running a few workshops with consultants, case studies proved that people who did not go to University outperformed those that did. Additionally, for larger organisations they found that people either wanted to join them or they didn't, and even when graduates had accepted offers, there were high dropout rates. This has led to some businesses putting a financial agreement in place to deter this type of behaviour, and to help with the struggle they face getting graduates through the door.

With the Apprenticeship Levy coming into force this April, it was a hot topic throughout the session. Are businesses going to drop their graduate intake to accommodate more apprentices? Whilst some are still considering this option, others say they simply don't have the capacity. Employers will have to allow 20% of their time to be spent on training

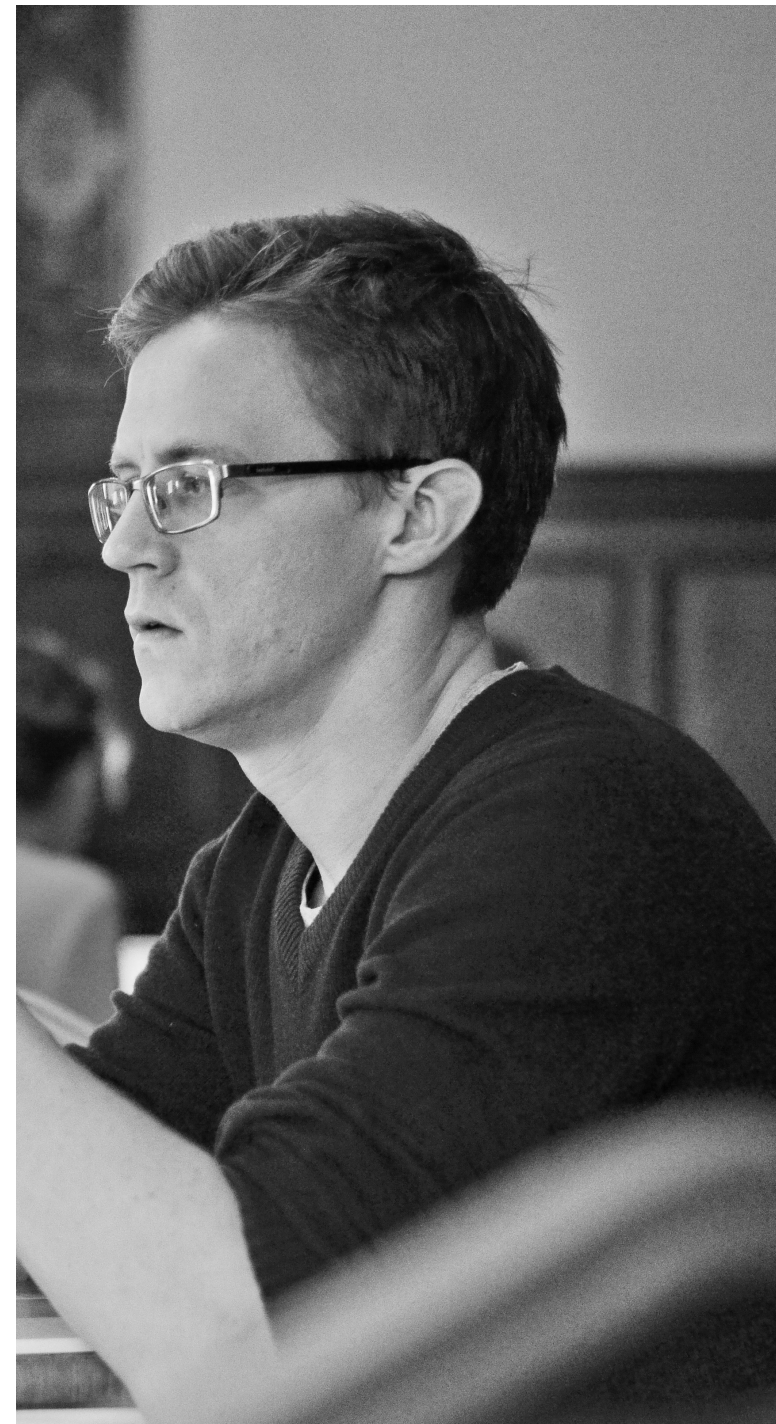
for apprentices, which provides some unique challenges to many businesses in terms of shift planning around critical activity. However, the aspiration is to bring this training in-house in the coming years and not rely on external suppliers so much in the future.

There was much discussion around the requirement for graduates vs apprentices and educating the business on the benefits of both. Another consistent theme was the need to 'humanise' the hiring process and not rely totally on technology. Some businesses are using apps created in-house which push notifications to candidates with information regarding their new job. Others are encouraging communication between current employees and candidates through Facebook to provide a transparent view of colleagues and the working environment.

Key takeaways

- Establish what the **business needs**, not what managers 'want'
- Engage **stakeholders** early on in the process and be clear about where you need their input
- Consider if **apprenticeships** could be relevant and if you could provide sufficient training for certain business areas
- Use **data** - look at previous graduate hires, at the universities they came from and the subjects they studied, how successful have they have been in your organisation?
- Review your **training provider** - approved suppliers for apprenticeships are limited and may not offer the best solutions

"Engage the manager, it depends what the graduate is there for, is it a future leader or is it just a job? There's often a communication issue."



Millennials: The Generation of Disappointment

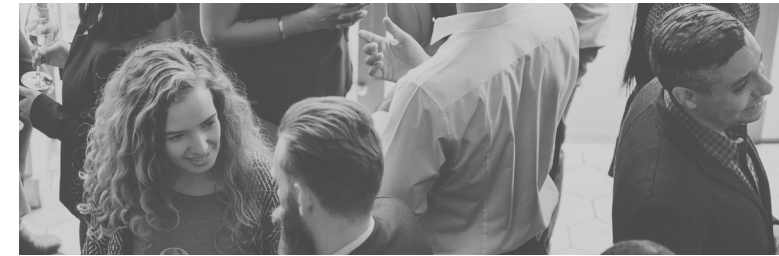
*Nicholas Shekerdemian,
CEO @ Headstart App*

With an alien population to attract and select, how can businesses utilise new technologies to keep prospective student hires engaged?

Nicholas Shekerdemian is a young entrepreneur who, whilst studying at the University of Oxford, came up with the innovative app 'Headstart'. He challenges the conventional job application process recognising there had been no real change to how organisations have recruited for over a decade.

- All organisations want to recruit 'top talent' but what does this mean?
- Application processes are homogenous and impersonal and the candidate experience is poor
- D&I is hindered due to limited budgets and resources
- Millennials are immersed in digital technology and many don't know where they want to work

Whilst there has been some progress in how organisations communicate with millennials through the use of social recruiting, gamification and mobile for example, these are mostly being used for broadcast messaging and not to really engage. So what do organisations need to address?



- Move away from qualifications – understand what 'top talent' looks like in your organisation by using data and analytics
- Humanise your organisation – use humour and a more personal one to one approach. Ask your third party providers to help build a business case for investment in your communications
- Simplify the application process – speed is important to millennials, aim for an application and assessment experience under an hour
- Try something new – question why you are using certain channels and processes and don't be afraid to change your approach, there is little to lose as 'traditional' methods are often ineffective anyway!

"Creativity is not dead, a lot of new stuff out there, some will be liked and some won't but think how you can attract more creatively."



The Discussion

Students want efficient processes, not homogenous websites and application forms that currently seem to dominate recruitment, they want their experience to demonstrate that the company hiring will be great for their career path.

“The things you get from a degree, other than the subject are what count, but you need to define those in your recruitment application..”

80% of students are frustrated with application processes and one in four graduates from top employers leave their job in the first year. As retention is key for organisations, the requirement for a candidate to join for the right reasons is essential. Although employers do still target the red brick Universities to find the “hidden gems”, there are also a lot of students who don’t know where they want to work and that is especially difficult for those from underrepresented backgrounds. How do we reach out to them? Traditionally people are attracted to “shiny brands”, for example Apple now but perhaps the BBC a couple of decades ago. The difference is the access we have to provide hyper targeted content to our audience.

Is there enough education about career prospects for students in school and higher education? Our Resourcing Leaders unanimously agreed there is not. Although parents are a big influence on Millennials, there is still a huge need to teach those in school and higher education about the opportunities and avenues available to them. It certainly works in both ways; businesses need to be clear about what they are seeking, whilst candidates need to know what they are looking for.

“A problem is misleading people, you don’t necessarily have to be a graduate to do this job role, but how we can retain and mobilise this?”

By making a business seem less institutionalised and more human, a graduate is more likely to feel they can relate to the company or brand and therefore apply. But even if a candidate has applied for a role and been invited for interview, what is the best method of interview? This caused quite a debate but also agreement in that it depends on the industry in which you operate. Do telephone interviews allow you to really get know a candidate? A difference between video interviewing and assessment was also highlighted. Without face to face contact there is no opportunity to assess body language for example – studies suggest 50% of our judgements are on visual communication. After all, you need somebody who can do the job but who can also fit into the company culture; this for some was more important than somebody who had studied at degree level.

Another key theme was job descriptions and whether there is still a place for them. Some agreed the length of many job ads was unnecessary, suggesting millennials will be disengaged by the content. There was a real push for the information to be kept short and compelling, just offering the key points about the job. For job postings a company name not only adds gravitas, it needs to be included in order to be ranked on Google. But most agreed that full job descriptions are required at some stage in the process.



Key takeaways

- Use data to define what the business needs – which universities you visit for example and if so is there data to support successful hires in the past?
- Review what information you are sharing with candidates and at which point in the process – do you need long job specs included in job postings for example?
- Consider the full candidate experience – is there any opportunity to reduce the length of the process, ideally to under one hour for application and assessment?
- Are you being honest about what you’re offering? One in four graduates leave their job in the first year – are you selling the right thing to prospective candidates?



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 OGC

"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

Contributors

MEETING CHAIR



MELANIE HAYES

Melanie Hayes is Resourcing & Development Director at Compass Group UK & Ireland, as food service and support services organisation which employs over 60,000 people across 10,000 sites. Melanie's background is predominantly in Resourcing where she has delivered change programmes to implement direct sourcing models in a number of organisations. In her current role she is responsible for Resourcing, Learning & Development, Apprenticeships, Talent and Diversity in addition to this she sits on the Government's Apprenticeship Delivery Board, the People1st Hospitality Apprenticeship Board and is Non-Exec Director at Reconverse.



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CAGATAY GUNAY

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Thank you!



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