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**resourcing
leaders 100**

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Resourcing 2017

What's Now, New and Next?

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About RL100

The Resourcing Leaders Summit is the beginning of something very special for the in-house community.

2017 will see the launch of The RL100 (Resourcing Leaders 100) “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 the entire market, in order to best equip the in-house recruitment industry for the challenges we all face.

For more on RL100:
enquiries@rl100.co.uk





Jamie Leonard

*Co-founder and
Managing Director of
Reconverse and RL100*

Reconverse 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 180 events, ranging from boutique networking events for 20 people, to festival style events of 500 in-house recruiters in Borough Market, the HMS President and Billy Bobs Honkeytonk in Texas.

For more on Reconverse:
jamie@rl100.co.uk
www.linkedin.com/in/jamieasleonard

About

Having travelled the length and breadth of the country, hosting roundtable discussions for resourcing teams of all shapes and sizes, we understand better than most that there's a disparity in the advancements of in-house recruitment functions within the UK. This ranges from solo recruiters, fighting the tide of a business stooped in linear rec con reliance, to multifaceted resourcing groups, advanced in technology, understanding data and instrumental in workforce planning and other strategic operations.

However, the challenges all teams face are pretty similar, just on a different scale.

The goal of the first Resourcing Leaders Summit was to highlight some of the potential challenges and opportunities all resourcing teams will face in 2017, that some may not have even started to think about yet. We chose 15 Heads of Resourcing and a handful of industry commentators and invited them to Whitstable for two days of presentations, roundtable discussions and debate, documenting all conversations.

Thought-provoking sessions led by Matt Burney, Peter Gold, Sarah Lieberman, Kevin Hough, David Rivel, Paul Harrison, Kate Temple-Brown and Patrick Welsh led to the insightful learnings you'll discover in this document. Due to its collaborative nature and to aid free-flowing discussion, we haven't attributed individual quotes.

This white paper was created at our first Resourcing Leaders Summit. Our hope is that reading this document will help better equip you for 2017, enabling you to raise your profile within your business by identifying a challenge or opportunity that your company may not have considered yet.



Executive Summary

It was 20 years ago...

...this year that the term “The War for Talent” was coined by Steven Hankin of McKinsey & Company. But Hankin could scarcely have imagined the operating environment for Resourcing Leaders today.

Today, we operate in a truly global landscape: where start-ups can compete (and win) against the might of established brands; where social is bringing radical transparency to every talent transaction; where millennials are shunning traditional career models, and seeking journeys, not jobs; where the gig economy is fundamentally changing our understanding of the meaning of employment; and where AI and robotics are challenging the very future of work.

This makes today the most challenging time in history to lead a resourcing team. But also, perhaps, the richest in opportunity to innovate and incubate. As a resourcing leader in this context, how can you ensure your talent practice is future proofed?

And, as an industry, how can we stay ahead of the curve?

This paper seeks to answer some of these questions by exploring some of the biggest drivers shaping our world today, tomorrow... and sometime soon.

Right Now, Leaders need to be ready to deal with forces beyond their control, namely Brexit and The Apprenticeship Levy. New to most Leaders are developments around programmatic advertising, AI and Big Data: where should you place your bets? And finally, what's Next: quantifying quality of hire, building authenticity and intergenerational hiring.

In each of these areas, we share the thinking and experiences of some of the UK's top Resourcing Leaders, and list the key actions and discussion takeaways.

Finally, there was one thread that ran through every conversation, every discussion, and every topic. And that was the need to build capability, in a myriad of different ways:

- *Hiring manager credibility*: how we as Resourcing Leaders need to work harder to help them to understand the value of quality hires and work with us for consistency in process
- *Build our ability to tell our story better* to key internal stakeholders to secure budgets for innovation and show the value of resourcing through sharing data
- *Work together as an industry* to raise the profile and value of apprenticeships to careers services, parents, influencers, government and everyone in between
- *To develop a truly global mindset*, thinking beyond Brexit, and using this an opportunity to innovate and embrace new ways of working
- Finally, and perhaps most importantly, to recognise that *today every business is a digital business*. Therefore we need to think digitally and lead our businesses into a new era dominated by data and disruption

We look forward to welcoming you to a **global conversation**.

Now





Carnival or Quagmire?

The Challenge

The title of the session, led by Dr Sarah Lieberman of Canterbury Christ Church University (Politics & International Relations), is certainly very poignant, particularly considering the blurred developments in the UK in recent months. It feels like nobody knows what's going on, what's happened or what might happen.

It took the UK 12 years to be accepted in the common market but the relationship is still largely misunderstood. On Friday 24th June 2016, the day after the EU Referendum, the biggest Google search wasn't 'a hangover cure' for Glastonbury revellers, but 'what is the EU?'.

Free movement of people around the EU was one of the key issues that led to the UK Referendum. While the successful Leave campaign was accused of fuelling public fears about foreign nationals 'stealing' jobs, in reality migrants are more likely to be in work than UK nationals (78% vs 74%), operating at all levels of employment and many are professionally qualified.

There are emerging trends that affect the UK recruitment industry. With regards to those from 'Old Europe' statistics show 48% are in high skilled jobs, finance, education and medicine. For workers from Central & Eastern Europe, 34% are in distribution & hospitality and 23% in manufacturing. Specifically in Bulgaria and Romania, 29% are in construction and 21% in banking & finance. Therefore, it's natural to assume that there won't be one sector unaffected if EU migrants are restricted in movement to the UK.

The next stage is invoking Article 50 with the EU, the timeline of which was still to be confirmed at the time of print. This will begin a two year period where the UK will need to re-negotiate trade deals with all other EU countries, as it is illegal to do so before in an attempt to bypass the EU's constitutional requirements and deal with market repercussions.

This is uncharted territory and academics have been sought to forecast the likely impact. For example:

- Is it in the interests of the EU to not give us a good deal as an example to others wanting to leave?
It's not clear how visas will work, perhaps a 'points' based system?
- Will EU nationals have to register or even leave the country?
- Will the UK have to renegotiate with each individual EU country?
Where will the UK get skilled negotiators from, as they all work for the EU?

Politicians and academics are also pawing over 'models' that are utilised by other countries. These include *the single market*, in return for a contribution to the EU budget and an agreement to adhere to its common regulations and standards.

The Norway model where people from across the EU are free to live and work in Norway too, but the country is exempt from EU rules on agriculture, fisheries, justice and home affairs. The downside for Norway is that it has no say over how the rules of the single market are created.

And *the Swiss model* of a free trade agreement with the EU and a number of agreements which give it access to the single market for most of its industries. But it does not have full access to the single market for its banking sector and other parts of the services sector, which together make up almost 80% of the UK economy.

So what does a post-Brexit resourcing world look like? And what should we as Resourcing Leaders be doing to prepare for it?

The Discussion

Brexit is having an impact on most organisations in one way or another and providing solutions is compounded by the lack of concrete information around the extent of the problem. For some, the impact of 'potential risk' is detrimental to decision making and natural growth. Whilst others are less affected.

From the murky waters there are signs that organisations are being proactive in preparing for the unknown. For example, one organisation is working with Deloitte Consulting to assess shift pattern requirements. Whilst another has shared internal comms to reassure employees from European countries that nothing has changed and they are still valued as part of the workforce.

Businesses will also be forced to change procedures and processes, fuelled by investment in technology and driven by customer needs, not potential Brexit implications. We should be looking within the business to address the issue anyway. Some of the facts are that there is a shortage of entry-level careers, which the Apprentice Levy sets out to address. The online marketplace will become increasingly prevalent with a heavier reliance on contractors. A higher percentage of engineering grads will end up in non-engineering roles, and Baristas in coffee houses will continue to have degrees from other countries.

Innovation, efficiency, productivity of the business and global movement of skills are all part of the solution and the impact on talent in the UK. Look at Australia who faced the challenge of a widening technology skills gap where education/immigration policies have largely failed young people and companies are now influencing policy. In the UK, should reputable organisations such as the CIPD, REC, ASPCO be picking up the mantle on behalf of employers?

Whilst negativity is a conversation piece shouldn't we be looking forward and shaping the unknown into a new order? It's not just Europe, more UK organisations are global businesses with structures not necessarily reliant on Europe.

Post triggering Article 50 and the 2 year cushioning period, EU nationals can stay on a tier 2 visa, but for SMEs that could be crippling, whilst for bigger businesses the impact and cost is relatively negligible. There is certainly a need to make the process more frictionless to assist skills to remain in the UK.

Ironically Brexit may provide the impetus for growing talent, although the school curriculum needs to address what our children will be doing in 15 years and support UK PLCs. In terms of STEM a recent survey estimated that 75% of technology graduates weren't deemed job ready. Perhaps they should take more note of the Kids in Coding academy and start preparing students for life and demands of the working world? Perhaps the engineering plant that can't reduce headcount due to safety implications will see the Apprenticeship Levy as an opportunity? The fact is that all of these issues we face are there whether we like it or not. The Government will no doubt be working in the country's best interest, but each business will need to determine what is best for their organisation and their employees to sustain and grow, well beyond Article 50 being triggered and exiting the EU.

Action points

Don't panic. It's business as usual, for the time being at least. Whilst government plans are still being determined, there are limits to what we as resourcing leaders can prepare for.

Let's look forward and not keep reflecting on 'what might have been'. Use this as an opportunity to innovate and develop better ways of working.

Working closer together with the CIPD, REC or APSCO for example, will help to form a mouthpiece for our industry and ensure we are building a workforce fit for purpose in the future.

See this as an opportunity to secure funding for investing in technology.

*Start thinking beyond Europe.
We are all global busin*

“” Many engineers end up in accountancy/finance roles. We've lost our love of engineering and we don't promote enough. We need to take more responsibility for educating the workplace and those in education.

“” Brexit is already having an impact on skills – tech, digital, comms and marketing.

“” We have recruited lots of engineers from Greece and Portugal and nothing's changed to these people.

“” It's a 'shit show' – none of us have really thought about the future post Brexit. We're afraid of what is going to happen – paralysis by analysis.

“” A lot of organisations don't just service UK customers any more.

“” Programmatic advertising doesn't need a passport.





Are You Ready?

The Challenge

Driven by their productivity agenda, the government has committed to achieving three million apprenticeship starts by summer 2020. To achieve this, employers with a UK PAYE of over £3 million will be required to pay 0.5% of that total as a levy. The government will provide core funding to cover two thirds of the training costs for all apprenticeships and further incentives if an apprentice is aged 16-18, where an employer is an SME, plus bonus payments when an apprentice completes training.

From April 2016 employers no longer pay National Insurance contributions for apprentices under 25. The levy will be applied to an employer's bottom line in April 2017 and programmes will need to commence by September 2018. These changes only apply fully in England, not Scotland, Wales or Northern Ireland. This is a fundamental change in the way that apprentices are employed and trained. Currently apprentice education for under 19 year olds is covered in full by the Government, but the levy changes that and employers need to address this as soon as possible to be ready for the change next year.

A recent CBI report found that 4 out of 10 companies were unclear what the Apprenticeship Levy is, what it entails and what employers need to be doing right now. And this was certainly reflected in the roundtable discussions at our summit.



The Apprenticeship Levy



The Discussion

The general consensus was that there is a distinct lack of clarity about the Apprenticeship Levy and in particular clarification of a fundamental question 'What is an apprentice?'. Nick Boles, the Skills Minister responsible for the introduction of the apprenticeship levy, described it as a 'skills training development programme'. He has since resigned however and at this stage further clarity has not been forthcoming from the Government.

Traditionally, apprentices have been viewed as blue collar workers, typically school leavers, but now an apprentice can be anyone. Therefore, there is a need to recalibrate and define what 'apprentice' means when there is a long legacy attached to it. Companies themselves need to define an attractive proposition that fits their Employer Brand and business objectives.

The discussions centered on the 'traditional' view of apprentices and the general lack of knowledge about apprenticeship programmes amongst those eligible i.e. school leavers. Employers need to develop appropriate messages and positioning to school leavers for apprenticeships vs university degrees. For example, the equally beneficial training, qualifications or personal development, which shouldn't be split by ability or hierarchy.

With a lack of careers services across schools, there is a heavy reliance on the ability of teachers to understand and convey the options available. If it isn't a core government target for the school, it is likely to be detrimental to apprenticeship programmes.



Likewise it's not just careers services within schools that need to begin the apprentice conversation, parental engagement is also key. With apprenticeship funding (Government or company) falling over the last 20 years, along with the previous government's aspirational 'university places for all' approach, there are some serious challenges in convincing parents of the value of apprenticeships now and in the future.

Overall there are more questions around the Apprenticeship Levy than ready answers. There is concern about the ownership of the programme – Organisational Development, L&D, HR or a new team purely specialising in apprenticeships similar to business commitments to graduates. With the deadline fast approaching, the impact on the bottom line will undoubtedly spur on C-Suite members and thus, potentially land in the lap of HR to respond.

However, there are wider considerations, as it's not just an HR issue. Internal Communications will also need to position apprentices and the programme within the business. The reality is that some organisations will seek alternatives to implementing or modifying an apprenticeship programme. Perhaps through using the same entry grades as graduates who are circa 3 years older, or by taking on a percentage of apprentices to reduce the levy.

Our Resourcing Leaders all agreed that the lack of clarity surrounding the Apprenticeship Levy is clouding the positive elements of the whole initiative. It has huge potential to build long-term talent pools with candidates already familiar with the organisation's culture and processes. This would be massively beneficial in skill areas such as engineering (with an ageing workforce and significant skills gap) and technology (a natural affinity).

The concern over the extra training load can be offset by the 20% of training that can be away from the desk (i.e. only working 4 days per week). So there is an opportunity to be creative in the way this is used, for example, evening classes or boot camps. And remember technology is your best friend when it comes to apprentice training.

For many organisations, apprenticeship programmes are vital to ensure that new talent enters the business. The Apprenticeship Levy will certainly focus senior management's minds and how budgets are spent. With the right approach this is an opportunity to create a buzz in organisations and culturally that's good for business.

Action points

Establish exactly how much your company will be paying.

Analyse your training offerings and see which can be mapped to an apprenticeship programme.

Include apprentices in future workforce planning, skills mapping, succession and long term career planning. Do traditional 'graduate' roles need to be graduates?

Research strategic partners and training providers, organisations like the Skills Funding Agency – their job is to come to your business and explain it all to you.

Create a multi-stakeholder working party – including OD, L&D, communications and a senior sponsor, so that you are on the same page to be ready for the levy.

“” *Front-load training for a month before they begin working there – people don't want to have them for 4 days at a time when they need them for 5.*

“” *It's not a business driven decision, it's a societal decision and it's a good thing. My point is that you have to recruit anyway so the cost to business is negligible.*

“” *Parents need to be educated that apprenticeships are not inferior. Those in the mindset of university have an aspirational attitude. This isn't the case for apprenticeships.*

“” *For some of the roles we want to fill, we just can't get the grads. We have been using trailblazer school leaver apprenticeship programmes.*

“” *The challenge is how do we get schools to say to the kids that this is a viable career route?*

“” *Apprenticeships need a rebrand.*

New





Reimagining Talent Attraction.

The Challenge

Programmatic is a new ecosystem of advertising and growing at a phenomenal rate within both B2B and B2C markets accounting for over 20% of all digital advertising sold (Interactive Advertising Bureau). Instead of buying an environment, you buy an audience through selecting your targeting options and then you target this very specific audience across their web presence and viewing habits. With the core objective of reaching exactly the right people, at the right time, with the right message and at the right price.

Controlled by a system of real time bidding and complex algorithms the entire process is driven by data collection and delivering personalised marketing/advertising. Stepping away from traditional models of advertising, the improved targeting with less wastage, promises to justify the expenditure.

Within a relatively conservative and budget driven recruitment market, programmatic is largely unknown or at an immature stage, targeting far beyond tried and tested recruitment digital platforms. Whilst there are many companies that offer the approach, conversely there is a real lack of information or recruitment related evidence. Therefore, potentially a reluctance to test or embrace the possibilities through fear of failure. LinkedIn, Facebook and Twitter amongst others suffered the same suspicious aspects!

In terms of recruitment and targeting qualified applicants, the issue of ethics and invasion of privacy is potentially a concern for organisations. The internet isn't free, but paid for by being subject to advertising and tracking.



*If you're not paying,
then you are the product.*

In a world where anybody connected to the internet can and is profiled for services and consumables, programmatic is a logical step for resourcing. Recruitment consultants through sourcing methodologies are already peering into prospective candidate's activity. Therefore, shouldn't companies take control and manage their own approach?

Diversity and Inclusiveness is more unique to recruitment and programmatic could potentially target certain demographics, such as gender or age groups. As with 'traditional' advertising the key is to use a holistic approach and ensure the messaging is not selective in the groups targeted.

The Discussion

The general consensus is that programmatic advertising should be used as part of the marketing mix, but the benefits for resourcing need to be further explored and demonstrated.

AIA Worldwide commented on some of their experiences with re-targeting candidates who have viewed a job, across subsequent platforms and sites they visit. The candidate journey has expanded significantly, where candidates view sources of information (e.g. competitor analysis or company reviews on Glassdoor), before proceeding with an application. Programmatic advertising means we can serve a message or story to potential candidates and draw them into a conversation, even if they aren't looking for a new job.

Traditional recruitment marketing may not work for every role. One example cited is the low number of Data Scientists on LinkedIn. But a clever example of hyper targeting in this type of situation was through using the 'targets' data, as part of a custom targeting list on Facebook. One organisation delivered a very personalised message using the target candidate's name and, although shocked, they started a conversation with the company.

Programmatic advertising is therefore the next step of software managing delivery and data driving shortlists. You can target the right people and effectively segment candidates, but it can't drive selection and cultural fit. With digital convergence big consumer agencies such as WPP have shown an interest in extending their programmatic skills into recruitment, a sure sign that recruitment is reaching the next stage of digitalisation.

Diversity and Inclusiveness is a key issue in recruitment and programmatic could potentially target certain demographics, such as gender or age groups. As with 'traditional' advertising the key is to use an holistic approach and ensure the messaging is not selective in the groups targeted.

In terms of recruitment and targeting qualified candidates, the issue of ethics and invasion of privacy is potentially a concern for organisations. The internet isn't free, but paid for by being subject to advertising and tracking.

Action points

Start by searching for programmatic providers. Give them a trial budget and see what results this delivers. Use this as the basis for future investment.

Don't just rely on providers to give you all the information, use the native targeting on Facebook and Twitter for example. These give a good indication of the size of an audience with specific interests/criteria.

Trial different messages and see what results you might get. A/B testing is crucial for this kind of advertising. The data is plentiful so you should be able to see what works and what doesn't.

“”

“” *We have to be really careful as to how we use it. We use programmatic and we target engineers, but we have to be really careful that we don't scare them off.*

“” *I think that programmatic is just one piece of a holistic strategy. Most organisations get data and they don't know what to do with it.*



How AI & automation could change resourcing forever

I, Robot.

The Challenge

Automation is all around us. It has the capacity to impact on all areas of our lives and is growing at a phenomenal rate. Unless you're walking the dog (although an app and a treadmill will resolve this) there is fast becoming the potential for an automated answer to everything. Whilst programmatic advertising is here and becoming increasingly more targeted, it is still relatively immature in the recruitment world and currently raises more questions than answers. Automation touches us all in some form and therefore, there were many opinions, some contentious, from our group of resourcing leaders.

Automation is the shift from human process to processes led by software and Artificial Intelligence (AI). Software algorithms will change the way that we experience services, how we drive and how we recruit. Robotics (hardware) will take away many manual jobs, ordinarily the preserve of humans. The net result will be a large number of jobs changing or disappearing, as there is no longer any need to fill them.

It is estimated that technological change will increase 32 x over the next 5 years and will continue to do so in the coming years. Humans already have conversations with software from ordering food and taxis for example, whilst robotics require more of a leap and conjures thoughts around a dystopian society rather than the utopia – think Terminator.

To avoid a catastrophic impact on society, might governments give a Universal Basic Income (UBI) to everyone over 18 to cover immediate needs and free up workers to do what they want?

The Independent reported that analysts at Bank of America Merrill Lynch have suggested there is a 20 to 50 per cent chance

our world is a Matrix-style virtual reality and everything we experience is just a simulation. Whatever you believe, there will certainly be a myriad of studies that investigate the impact and how humans cope with such dramatic change, when we are only capable of dealing with incremental change.

Robots could replace many of our jobs. The Logistics Director will have as many vehicles but fewer drivers. The Hilton hotel will have a robot concierge rather than a receptionist. We already have the world's first robot lawyer (Do Not Pay) which challenges parking tickets, thereby reducing funds for employing parking inspectors. The Tesla factory has no humans. Uber currently employs over 1m drivers, but has already introduced self-driving Ubers in San Francisco. Amazon's delivery drivers will transform into drones.

Technology is already implanted into humans – hip replacements, cosmetic surgery and hearing aids – will a head/brain transplant follow soon?

Recruitment and sourcing is not just about finding people, machines will do that. It will be about how we engage with people through the candidate experience and how they view you as an employer. There will be more choice through the availability of data and analytics to drive *descriptive* (what happened and why), *predictive* (what will happen) and *prescriptive* (what should happen) decision making.

What does this mean for resourcing? If the Pareto Principle is applied (80% of knowledge in 20% of the people), 80% of what a recruiter has to do could be automated. For example, programmatic advertising, chat bots for candidate support, x.ai will organise interviews, 'Wade' and 'Wendy' (robots) will undertake first interviews, Artificial Intelligence (AI) tools will predict hires and 'Talia' will manage onboarding. Does that mean we replace our recruitment co-ordinator at £20k pa with x.ai at £15 per month?

We need to ensure that our recruitment teams have that knowledge otherwise HR may soon stand for *Human Remains...*



The Discussion

The fact is that if you take the internet and an ATS away from recruiters, in today's market they couldn't do their job. Therefore, if you want to stay top of your game you need to know how and what automation is going to impact in the future.

Most automation isn't Artificial Intelligence (AI), they are chatbots that use data and machine learning is one of our biggest challenges. For example, if you have used the word cheese in a Google search you'll see dairy products. AI takes more factors into account, but is still defined by rules. We can't say employees or candidates will act in only a certain number of ways. Humans are parochial.

So technology should be used to our advantage, for example, assessments could be automated, but there is definitely a people aspect as 'gut feel' or cultural aspects are far from being codified. The Turing Test is also far from being bypassed and the biggest block will be resistance by large numbers of people who won't want to deal with a computer.

Virtual reality has a true worth in recruitment in demonstrating an environment, for example a mining company in Australia showing the stifling conditions in a mine. Tata Steel has used VR for an interview experience that worked well in India but failed to translate culturally across western geographies. Each candidate has a different scenario - what do they want and need to hear?

The general opinion is that we are far away from a computer takeover. There is a view that AI will be used for mundane repetitive tasks within 5 years. And for us as resourcers, we need to be aware that vendors generally over promise when they sell new technology, for example, video interviewing doesn't fully replace face-to-face contact.

Automation is about efficiency so yes it will happen and is happening, although the cost of technology and the size of the business often determine adoption. Big technology initiatives have longer timelines than bolt on innovation; therefore, it will be up to those smaller, earlier adopters, to try new technologies.

The availability of data and management information allows recruiters to articulate value to the business, making our jobs easier. Perhaps freeing up time to flip the 80% administration, 20% people that many recruiters tolerate.

Action points

Understand which processes could work better with the right software and explore which software is already available.

Determine which part of the recruiter's job can only be done by a human being.

Ensure you have a 'mobile first' mindset. More systems will need to be entirely mobile friendly to appeal to candidates.

Use technology to ensure key stakeholders in your business understand the value of recruitment. Work with your ATS, CRM and internal data/insights teams to provide the data and metrics to demonstrate the value to the business.

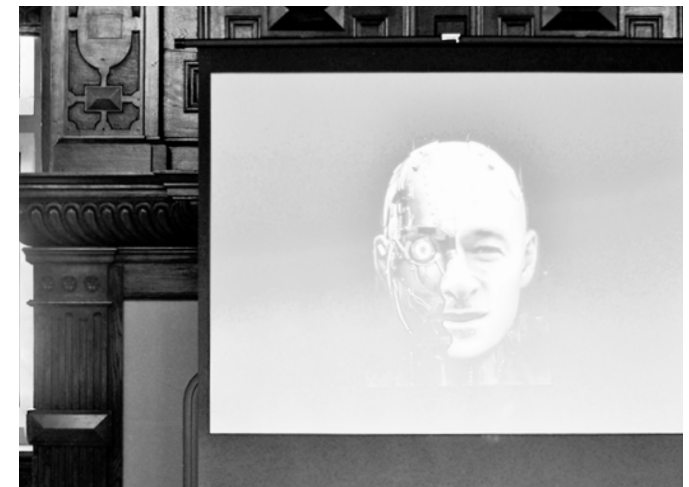
“” I'm not saying we shouldn't be there, but we shouldn't be saying we need to be there tomorrow... I don't think we are going to be there as quickly as we think. The tech may be here, but to see it integrated and working is a different thing.

“” It's not about the tech it's about the choice and the speed of change. You invest in something that is right today, in one year... it's about how fast it's getting better.

“” If you are thinking about candidate experience, regardless of age, I want to be able to apply for it on my phone, I want everything to be linked.

“” Technology has massively moved on in that we are all using phones on a daily basis, we forget what it was like 5 years ago.

“” Evolution has to be integrated with education, otherwise workplace change cannot be implemented.





Big data, big impact.

The Challenge

Success can be measured in a variety of ways; however, data is arguably the most powerful in determining value and improving future performance. According to a Salesforce 2015 analyst Report, some 54% of companies don't utilise data to optimise their customers' journey. Even though it's estimated that a marketer who uses analytics platforms is three times more likely to outperform their peers (Google VP of Analytics Paul Mauret) and waste less budget. The recruitment market is estimated to be much lower.

The applicant journey is typically from a job board / careers website, to job description and then through an ATS. But certainly the candidate journey isn't a painting by numbers, it's not a straight line and one size doesn't fit all. The job search has evolved dramatically and candidates now come from an increasing number of sources.

The importance of SEO, pay per click advertising, social promotion and programmatic, changes the way in which we view success, as they represent new avenues for candidates in their job search. The average number of interactions with media is increasing year on year, with applicants engaging with an average of 4.1 media before applying. With the use of apps that journey is longer and potential applicants are less likely to apply 'on the day'. Career Builder estimates candidates use 16 sources before applying. As recruiters do we really know where our applications are coming from, the original source?

The nirvana is quality not volume, so some clear KPIs will need to be set and agreed. Previous data should inform what the KPIs should be, not necessarily historical activity. At a basic level this should include, cost per application, cost per hire and then

locations and divisions. Then utilise web analytics and third party cookie tracking to optimise these objectives and KPIs.

The application source is not about the last click. There are likely to be a number of sites along the way that influence the journey of the candidate. Whether they apply or not these influences are absolutely key. Candidate research has also become much more sophisticated - Glassdoor, LinkedIn, Google and Facebook have become information hubs for candidates to explore how current or past employees regard their employers. This enables you to look deeper into your applicant's behaviour. An approach built around the candidate being forced to research more can see engagement increasing over twofold, which will ensure better self-selection from candidates themselves.

Therefore, ATS information plus marketing analytics tools equals total tracking from first application through to hire. To improve your recruitment strategy, Google analytics can be bolted on to your current ATS. However, this will be dependent on your ATS vendor giving access to the right pages.

On the point of ATS systems, there are many and varied suppliers. If you have an existing ATS and you can't change the tracking codes can they provide the data that you need? If necessary use dummy source codes to prove that drop down menus aren't reliable. Alternatively use agencies that should have the capability to track in detail, perhaps through landing pages for campaigns or events to capture the data that you need.

**Measuring
success:
It's time to
realise the
power of data**



The Discussion

The human element is a challenge; relying on teams of recruiters to use the system accurately. We need to understand what data we have and the integrity of it. Moreover, we must establish what the business needs: What is the problem we need to solve? What are the drivers for the data? Then we can train recruiters to identify data trends and be clear on what we can track easily and against previously agreed KPIs. Data for data's sake offers no value.

There is also the additional challenge of people who should understand the data and those who don't want to or don't get it. Whether this means educating HR, who often hold the purse strings, the right C-Suite stakeholder or the CTO/R&D/Head of Development, as they have the knowledge to change the approach.

Alternatively we need to seek the assistance of a dedicated analyst resource via an RPO or an agency.

An example of what not to do is a mobile comms company with a team of 5 who brief a recruitment consultancy, who also advertise, but never look at the applications. Resulting in 20 direct hires and 114 agency hires. The fees alone could have paid for the implementation of a longer-term solution

Data is key to many organisations to drive business – the customer is your candidate and your candidate is your customer. If you have no budget then find the data to help you secure more funding!

“” My challenge is that we spend quite a lot of money on advertising. It's the question of where is this person actually seeing it? When I came in they didn't have an MI dashboard and they were just guessing.

“” If you have the data, you can say that something didn't work and learn from that mistake. Clients desperately want the information, but they have to get their heads around the fact that I don't have the money to pay for this.

“” What no ATS can do is track the whole process. You need to know your own data and there's so many ways to cut the data.

“” Work first to get your own house in order, then you know what you don't know.

Action points

Make sure you are measuring your career site in the right way – how are people finding it, which jobs / content is most visited and is it encouraging people to take action?

Measure your paid media – where is the best place to reach target audiences, which ads are most effective and is this the most cost effective channel?

Review your metrics. Are they really telling you what you need to know? Cost per application/hire by job title, category, location and source.

Ensure you have someone who can interrogate your data and that it is communicated to right people in the business.

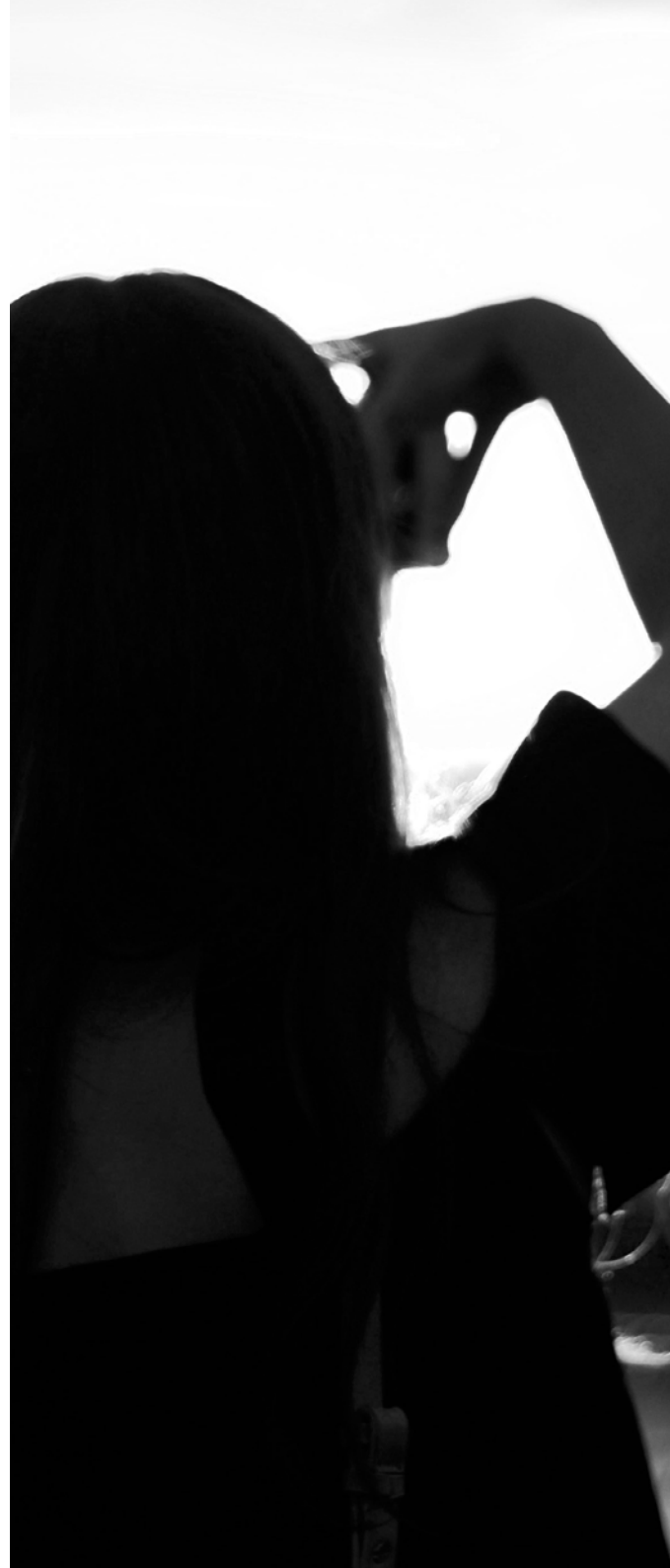


Next





**Do you have a
generational
hiring strategy?**



Journeys, not Jobs.

The Challenge

Millennials are constantly splashed across the front pages of global publications and subjected by 'experts' to analysis, investigations and numerous insight studies, leading to the rise of numerous questions around attracting, retaining and understanding the job motivations of people born after 1980.

As the current generation approach their later years of employment and retirement, it is vital for businesses to understand how this generation operates compared to previous generations. Are they the self-entitled, lazy, narcissistic people who never look up from their phones that the media would have us believe they are? Each generation has a number of influencing factors, as do the generations before them and after them. For example, 'baby boomers' will see themselves very differently to how millennials view them and will react in a different way to key events such as the 2015 general election, Brexit and of course their exposure to digitalisation. Millennials earn less than their peers pre-recession, experiencing 60% lower wage growth.

However, motivations for millennials may not be any different to generations before them. Census details from Pew Research suggest that motivations have not changed since the 1950s, for example, being a good parent is still number one. Much vaunted as a characteristic of millennials, there seems to be no change in narcissism within different generations since 1976. With 61% of Graduates going into internships, half of which were unpaid. What is clear is that the challenges that people within this generation have are what define them.

So does a generational divide exist in your organisation? If so does that present a challenge to us as resourcers? And should we be defining our audiences by generational divisions?

The Discussion

Should we define generations in order to select candidates? This created heated discussion and much disagreement. Whilst many undoubtedly do, the selection isn't based on age, but the candidate's persona, which, at a basic level, comprises experience, skill set and ability. But this is often extended to include aspirations, mobility and of course digital and social habits (see programmatic advertising).

Graduates very often apply for full time roles, but don't know what they want to specialise in; a situation compounded by the lack of training and information provided by careers services and also by us as employers. Although a growing number of businesses are moving away from rotations to offer specialist schemes.

But a key issue is ensuring early careers candidates are 'workplace' ready. Many work experience schemes do not focus on frontline 'learning by doing' so there is often a lack of experience in dealing with customers directly, for example: a challenge for both millennials and recruiters.

Other challenges discussed, included opportunities to get into work and the difficulties in building professional experience whilst at school/University. Is the number of jobs that you could just walk into without any experience decreasing? There may be fewer 'jobs' available but millennials are finding new ways of working such as earning from blogging or virtual working.

Action points

As marketers we do need to create personas and segment our audiences. But ensure you invest in research to avoid making stereotypical generalisations.

Ensure your EVP is flexible enough to resonate with all critical audiences you need to reach. A 'one size fits all approach' is no longer appropriate.

There is and has always been a generation gap in the workplace. It is our job as resourcers to understand what candidates expect in the workplace now and in the future, and to manage those expectations accordingly.

The world of work has changed, access to information has changed and how we live has changed. As resourcers we need to influence parents and those in education to ensure they are preparing the workforce of the future for the future world of work.

- “” *Now university isn't all they need, they are expected to do so much more during those secondary school years. Is it that they take it all a bit literally, so they think they have done all of the activities and ticked all the boxes, so they deserve the job?*
- “” *Millennials are being patronised. Innovation and inventiveness are the skills to be built upon if you're a company that manufactures things.*
- “” *I think the conversation about stereotypes is important because they are real. But when we are looking at world of work today, the world of work is changing, particularly around technology.*
- “” *Fundamentally it's just know your audience, right? That is just life evolving and knowing who you are reaching out to.*





Holy Grail or #fail?

The Challenge

Quality of hire exists as a performance metric in most recruitment teams and surveys have consistently proven that it sits comfortably above productivity and time to hire.

But what exactly does it mean and how should we measure it? On one hand it is certainly an investment, but get it wrong and it can be expensive and have severe business ramifications.

For most of us the budgets set are based on the number of hires vs ROI. What may be good to some organisations or in some parts of one organisation may be different to others in other parts of the business.

When associating quality of hire with active vs passive candidates, the perception is that passive is the better quality candidate. But if an organisation presents a great offer, there is every chance that that passive candidate will become very active.

We know there is little consistency in measuring quality of hire and that it's time consuming, yet it often appears as a KPI. Is there a way of making it simpler? And do we need to measure it anyway?

“” We could say that in order to be effective in our roles, we need to be brave, hold a mirror up to the organisation. Be in the face of people and say this isn't just about us, and what you want as a business, this is about the feedback. You become a much more effective talent leader when you are having these conversations.

“” If you don't educate managers properly, you don't challenge them... You have to be able to say that's not good enough.

“” Don't make it a recruitment metric; it's a business metric.

The Discussion

What we do know and everyone agreed on was that quality of hire is difficult to measure. For example, does anybody know what good looks like? There is lots of theory but not much reality. It's hard to track and capture real MI and even harder to benchmark.

There is a lack of ownership too. As with the Apprentice Levy, who is responsible for measuring quality of hire and taking action? Should it be Resourcing, Recruitment, Talent Acquisition, Business Partners, Learning & Development, Line Managers or Management Information and HR Systems teams?

Bad or inappropriate practices still exist. One organisation used to have a 'do not re-employ' flag for poor candidates, as there is always a danger a weak candidate may slip through the net. However, the challenge is to get the business to think what that person would be better at, not that they are just not fit for that specific job.

Understanding what good looks like is certainly a valid starting point, however there are many influences, not least individual managerial style, cultural fit and regional variations. Perhaps developing the 'ideal' personas, as with programmatic and social advertising is one particular avenue to explore.

During the round table discussions our resourcing leaders discussed some core influences that would affect the quality of hire and therefore the measures of success.

If the on boarding experience is poor it could lead to low retention. Conversely, if the on boarding experience was more robust, would more people stay and would the length of service change for the better? Certainly ongoing performance reviews will also support the longevity and productivity of an employee.

Improving the quality of hire, through the quality and consistency of the process would seem a logical answer. However, there are a lot of variables when assessing different

roles with the same strengths, competencies and capability. Unknown operational and managerial changes could have a detrimental effect on recent employees. Resourcing teams are also under pressure to get all parts of the process right, at times it won't be. If there are internal SLAs on time to hire, these will naturally weigh against getting the quality right.

Perhaps gamification could be used to test capability and cultural fit. Underestimating the power of culture could be a real threat. Once you know what the measure is then the managers can be provided with the relevant tools and training.

The consensus from the discussions is that all of those metrics are right when used in the right place in the right way. Each situation is potentially different, for example, was the time to hire longer because it's a hard role to fill? Therefore getting hung up poor measurement is a bad thing.

An all too familiar example, is as follows:

'We send a survey to the new hire and to the hiring manager. And it's subjective and we use all the metrics and get a feel for the candidate. We have had a few people who have come back and said that their experience was pretty horrible. And we used that to think about how we are hiring. And our big problem all the time is hiring manager capability.'

Hiring professionals to director level represents a different challenge, as people aren't going to see their value until 18 months in the role. Therefore additional measures need to be taken into the process, such as performance metrics, promotions, inner company moves, 360 feedback, future potential and did these change if they were resourced directly or through a recruitment consultancy/headhunters.

Poor on boarding and consistency of process is often down to hiring managers. At the very least this should be on day one you meet your manager, every month too, along with your annual anniversary. Not just a priority in the first few days, but a continual and ongoing employee review. Which means that all hiring managers should undergo compulsory developmental training before they can interview. In some organisations (Google/Amazon), the hiring manager doesn't even make the decision; it's a joint decision by the team.

In one organisation a lot of work has been done to empower employees so that they feel confident to push back on senior management, without having to resort to consulting with HR. People stay because they have a great leadership team and a good cultural fit.

Measuring potential presents a real challenge as not everyone is going to be a superstar. Organisations need a blend of worker bees too. Therefore, is there a need for different definitions and measures? Again this is very different from one organisation to another.

The biggest fail of quality of hire is at senior level, where they provide good ratings to their teams to reflect well on them. Subjectivity exists, as sectors can't have the same benchmarks (e.g. AOL v Red Cross). The recruitment process is at best 60% accurate, and Talent Acquisition has to work closely with Talent Development/L&D to influence decisions and the process across the whole business to prove their value.

Action Points

We don't need to measure quality of hire. The consistency and quality of the recruitment process is what will influence this in the long term. If you address the foundations and the basics first then you will get you to the right outcome.

Test and learn – stop doing what doesn't deliver results. Understand the whole process fully and identify weak areas, don't look for metrics just for the sake of it.

This isn't just the responsibility of resourcing. We need to train and get the buy in of hiring managers to ensure consistency across the whole talent lifecycle.

Empower recruiters and give them the confidence to challenge hiring managers and ensure there is consistency of process.

Work towards a structured resource plan based on data. We end up with the people the business allows us to recruit as dictated by budgets, and now what we really need.



Authenticity and storytelling in recruitment

Trust me, I'm a recruiter.

The Challenge

The session, led by David Rivel from PathMotion, addresses a key challenge for current employers in how to communicate to talent that they still have an attractive deal to offer.

We hear a lot about authenticity in social media. The rise in review sites shows there is a continued appetite for real time content from people in a similar situation. A Boston Consulting Survey amongst Millennials indicates that the best way brands can engage them is to have an authentic purpose. Candidates are no longer afraid to ask employers difficult questions and beyond salary, status and career progression, candidates want to know the reality behind life at the organisation, the people they will work with and whether they will make a positive difference in the world if they join an employer.

Traditional sectors are facing significant challenges [the Banking sector comes to mind]. We have a credibility crunch, where candidates question the trustworthiness of messages employers are conveying as trustworthy and as a consequence have a lower interest in joining traditional employers.

This is absolutely critical when looking to attract high potential candidates as leaders of tomorrow.

Many Employer Value Propositions (EVPs) rest on slogans that too often are similar to others in your sector. As a result, they don't differentiate or resonate with candidates. It is estimated that only 50% of companies believe they have a proactive Employer Brand strategy. With 90% of recruiters believing we are in a candidate driven market, surely we should be communicating what candidates want and need to hear.

With a multitude of media channels and social platforms, we have

never been so spoilt for choice to reach out to future candidates. Using facts can help to differentiate your organisation if you're number 1 or 2 in your market, but for most employers it's hard to present facts that truly stand out. Moreover, facts provide useful information, but evidence does not indicate they are necessarily persuasive.

Personal stories are now seen as a powerful way to project authenticity.

"Authentic storytelling... is an amazing way to impact talent strategies", says a Forbes magazine article.

Scientific evidence backs this. Storytelling prompts a strong neurological response, according to neuroeconomist Paul Zak. His research shows that "stories that are personal and emotionally compelling engage more of the brain, and thus are better remembered, than simply stating a set of facts".

"People are attracted to stories," says Keith Quesenberry in the Harvard Business Review, "because we're social creatures and we relate to other people."

Developing content that is credible and authentic has become an art form, and the persuasive power of stories is proven to work in various sectors, notably charities and commercials.

As part of a Wharton Business School study 2 types of brochure used for the same Save the Children Campaign against malnutrition. One with a personal story, and one with an infographic. The one with a personal story generated 66% more contributions.

Arguably the most authentic source of storytellers for employers are employees who, according to the BCG, can communicate credibly about an organisation and "make its culture tangible".

The vast research on what makes up for a compelling story capable of driving change has yet to bed itself into the field of talent attraction. PathMotion combined scientific evidence with a proprietary analysis of the most rated stories out of 10,000+ discussions on their employee-to-candidate platforms, in order to reveal key aspects of what makes a story effective.

The key elements for a personal story to be persuasive that came about are: telling a narrative, being authentic, being detail oriented, speaking about meaningful challenges, give practical tips to candidates and create a dialogue.

The Discussion

We are all likely to experience at some stage a negative review or less than satisfactory comments from candidates or employees. The issue is why is it negative and how as a business are we going to react. Candidates have the ability to make their own choices and shape their own opinions but channelling real stories can negate this. If employees are happy, they may not feel that they need to comment or vent their opinions. They need support and encouragement to do so as this is valuable and positive content that can be used in response to negative views and channelled into the marketplace.

General distrust of employees to say the right thing is a hurdle that all organisations need to overcome. In many cases it has held back employees in utilising social networks and their personal networks to circulate authentic stories and information for fear of retribution if they say something wrong. This cannot be resolved by expecting Internal Communications or Marketing to step in as candidates and employees see through the lack of authenticity. Resourcing need to own the right to take on social media challenges and treat people as authentic characters, including both enjoyment and disappointments. As that's just life.

Review sites are key to talent strategies; take Glassdoor (owned by Google) as an example. We're forced into spending money with them to ensure that the candidate experience is improved. We need to embrace and manage this experience, as one way or another they will make it work. Even if it does feel like extortion.

There still needs to be a balance, for example, a brand defined by disgruntled ex-employees on Glassdoor vs the brand we create. Your employees are absolutely key in telling their version or story. Hand over the microphone.

Glassdoor can also be used in conjunction with company employee satisfaction or pulse surveys. The percentage of current employees leaving reviews is higher for company's higher satisfaction scores.

Glassdoor can be a challenge to deal with in terms of its authenticity. It only takes one or two reviews with content that is incorrect or inaccurate to skew your company score. There are a number of platforms that can be utilised to improve communications and share stories to improve an organisation's Employer Brand. One example is PathMotion, which provides a discussion platform that allows candidates to ask their questions and exchange with both employees and recruiters.

“”

A good example of the power of reviews is the employer who had a good interview with a candidate, then the candidate pulled out a selection of reviews and challenged the interviewer to talk through the issues raised.

If self-fulfilment is indeed the priority for millennial MBAs then banks need to do some serious re branding.

THE ECONOMIST

Action points

Personal stories matter – these resonate with candidates much better than corporate content. A priority should be to find a way to engage your employees to tell their stories. Don't be afraid to 'hand over the mic' to your employees – create a framework to monitor and track these conversations. If your EVP is authentic and compelling then you have nothing to fear.

Give your employees the tools and the permission to share their stories. Consider chat platforms, live chats etc.

You can't afford to ignore employee review sites such as Glassdoor. Candidates are using these and value peer recommendations. You need a strategy to monitor and manage your presence on these platforms.

Contributors



NIGEL BARKER

Group Head of Resourcing,
London Stock Exchange

Nigel Barker is Group Head of Resourcing at The London Stock Exchange Group (LSEG), a diversified international exchange Group that sits at the heart of the world's financial community. Nigel has extensive resourcing, talent and HR experience across a variety of sectors. Prior to LSEG he was Talent and Resourcing Director at Genworth, and he previously held roles at a number of leading organisations including PwC, Ernst & Young and BP, where he was Global Head of Resourcing for Corporate Functions. Nigel's interests include skiing, historical biographies and his long-suffering guitar.

"A fantastic opportunity to catch up with recognised resourcing experts and share some of the latest thinking, ideas and priorities".



MATT BUCKLAND

Head of Talent and Human Resources,
Lyst

Matt has over 13 years experience in recruitment and selection for a variety of businesses and industries across the world. Whilst currently leading the Talent team at Lyst, he has also led teams at Bloomberg, ThoughtWorks, Getco, Criteo and Facebook. He was recently named as one of LinkedIn UK's Power Profiles and is the onscreen expert in an upcoming BBC 2 TV show about the application of new thinking in recruitment to traditional businesses.

"A fantastic opportunity to catch up with recognised resourcing experts and share some of the latest thinking, ideas and priorities".



MATT BURNEY

Employer Insights Strategist,
Indeed

Matt is a well-known figure in the UK Recruitment industry, with a career spanning nearly 20 years. Matt has worked both sides of the table, as both vendor and client and has a huge amount of industry knowledge and experience. Matt has been privileged to have been involved in some of the industry's leading events as a speaker and have been regularly featured in specialist, national and international media.

Having spent the past few years traveling the world, speaking at recruitment industry events and working with some of the world's largest employers on recruiting strategy Matt has gained a huge amount of insight into the motivations, issues and opportunities the recruitment industry has right now.

"The RLS is a truly great initiative drawing a cross section of the leading thinkers, speakers and practitioners together to address and potentially solve some of the biggest issues facing organisations today".



JENNIFER CANDEE

Global Head of Talent Acquisition,
SABMiller

For the past 10 years, Jennifer acted as the Head of Global Talent Acquisition of SABMiller, the second largest global brewer and one of the world's largest bottlers of Coca-Cola drinks. SABMiller was recently acquired by ABInBev in what has been the largest ever UK acquisition for an unprecedented £79 billion. Prior to the acquisition, she created a centre of excellence which provided leadership and advocacy around TA group initiatives. The direct sourcing model she implemented in 2006 was seen as ahead of its time and delivered between £8-10 million in annual average savings. Her background spans over 17 years of broad Talent and HR experience across a breadth of industries from financial services, telecommunications, and manufacturing to retail and drinks sectors.

"RLS is all about challenging thought and raising the bar within the TA space. For me, learning more about programmatic marketing was an essential turning point in strategic talent attraction when used well with data analytics. I cannot wait to put this into action in my next role."



JILL DUTHRIE

Director,
Global Sourcing Channel Strategy, UBS

Jill has worked in recruitment for over 20 years, laterally in senior positions in the banking sector. Jill set up the direct sourcing function for RBS, she has recently joined UBS where she is responsible for the global sourcing and attraction channel strategy.

"We all face the same challenges to greater and lesser degrees, this was a great opportunity to discuss these with the genuine intent of sharing successes and helping each other".

Contributors



STEVE EHRLICH

Global VP,
TMP Worldwide Advertising &
Communications,
LLC & AIA Worldwide (UK & I)

AIA Worldwide's Steven Z. Ehrlich is focused on the use of emerging tools and technologies to enhance both brand articulation and recruitment for a multitude of cross-sector organisations, including Areva, Boeing, British Airways, Citi, Deloitte, Disney, M&S, P&G, and Walmart, to name a few. A thought leader who is often found in front of a crowd discussing candidate engagement, employer brand, digital tools and social media, Steven has extensive experience in the recruitment space ranging from pragmatic recruitment programmes to cutting edge digital and social media engagement strategies. Recognised as one of the Top 25 Online Influencers in Recruiting, Steven has also been selected by more than 100 conferences as a keynote speaker.

"I found the RLS to be a superb forum for the free exchange of ideas, challenges, solutions, and opinions. It was a 'safe' space in which experienced leaders could engage with colleagues and peers from other organisations to explore the issues they are facing today and those they see looming on the horizon. I look forward to the next one."



GARY FRANKLIN

Interim Divisional Head of Resourcing,
Nationwide Building Society

Gary Franklin is senior recruiting professional with over 20 years resourcing experience; agency and in-house. After a 12 years running businesses across EMEA he moved in-house in 2006 at Symantec before continuing his career as an interim Head of Resourcing and consultant with companies such as Aviva, FirstGroup, The Co-operative Group, G4S, Carnival, and Nationwide Building Society helping each optimize their recruitment processes and functions.

"Attending the RLS was an enlightening experience providing valuable insight into the needs of a variety of business in a very informal open environment, where trust and empathy was the order of the 2 days".



PETER GOLD

Founder,
Storifyd

Peter Gold is an ex-recruiter who built one of the UK's first Applicant Tracking Systems in 1998. In 2002 he sold his business and then worked with major retailers such as Mothercare, The Body Shop, Tesco, Pets at Home and many more on their digital resourcing strategy as well as publishing numerous white papers, books and blogs on the same subject.

He now works as a business coach with technology vendors to help them build a more efficient business with or without the use of robots. He is currently hacking his way towards creating a self-managing business and the infamous 'Four Hour Work Week', so that he can spend more time running ultra-marathons around the world.

"As robots take over most of our boring work leaving us more time to do the "value add" stuff, we will find ourselves working in the real world, with real people, getting great stuff done in amazing locations such as Whitstable Castle."



SANDY GREWALL

Interim Head of Resourcing,
British Red Cross

A HR, Resourcing and Talent Management professional, with over 10 years' experience in managing resourcing teams and management of board level assignments with proven experience gained within the not for profit and private sectors. Working as a key member of the management team, to help drive the people strategy, ensuring it is in line with business needs. Provide strategic direction to help facilitate international growth, new business acquisitions and market challenges. Well-rounded HR professional working closely with the business to align with their needs designing and implementing strategic change programs. Dynamic, adaptable and self-motivated, with exceptional communication skills.

"An engaging environment with Resourcing leaders, great ideas were flying around the room!"



PAUL HARRISON

Managing Partner,
Carve Consulting

Paul has worked in digital for over 20 years and founded Carve in 2006. Before launching Carve, Paul set-up and ran the digital divisions of two specialist UK advertising agencies. He began his career in publishing, having graduated with a degree in Mass Media Communications.

Paul lectures on University of Manchester's Digital Society programme, and frequently speaks at events around the world.

"We all face the same challenges to greater and lesser degrees, this was a great opportunity to discuss these with the genuine intent of sharing successes and helping each other".

Contributors



MEL HAYES

Resourcing & Development Director,
Compass Group UK & Ireland

Melanie Hayes is Resourcing & Development Director at Compass Group UK & Ireland, a 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 People's Hospitality Apprenticeship Board and is Non-Exec Director at Reconverse.

"The RLS was the best event I have attended this year. It is quite often very difficult to take time out of the working week to attend events but I felt the combination of high calibre resourcing leaders, great topics which felt fresh and relevant along with the amazing location made for a really valuable use of my time".



KEVIN HOUGH

Head of Talent Acquisition,
UK & Ireland, PEPSICO

Kevin has recently joined PepsiCo as the Head of Talent Acquisition for UK & Ireland following his role as Head of Resourcing at LV=. Kevin has recently been recognised as one of the UK & Ireland "Most Influential In House Recruiters" for the third year in a row by Recruiter magazine, and before leaving LV= won the HR Excellence award in 2016 for "Best Recruitment Strategy".

"I thought the summit was really powerful in terms of connecting leaders and enabling them to take the time and make space to think, discuss and challenge in a great environment".



JON HULL

Group Head of Resourcing,
Carillion

Transformational Resourcing leader with experience across RPO, In House in global businesses. Experience with delivering commercially focussed resourcing solutions and leading diverse teams across industries including B2B, Banking, and professional services.

"This was an inspiring gathering creating an environment to share thought leadership amongst a group of inspirational players in the industry. It was a chance to learn and share key challenges we are facing over the next 3-5 years".



LISA KELLY

Interim Head of Talent and Resourcing,
Lebara

I'm a specialist in talent and resourcing with experience of working in agency, RPO and in house HR functions. I'm passionate about how strong talent and resourcing strategies can deliver business advantage through effective talent acquisition & development, people change, mobility and workforce planning.

"It was great to share ideas and challenges with fellow leaders of talent functions from some great companies, as well as meeting entrepreneurs and innovators, bringing new products and services to the industry".



DR SARAH LEIBERMAN

Senior Lecturer,
International Politics & International Relations

Dr Sarah Lieberman is senior lecturer in politics and international relations at Canterbury Christ church university, and has held this position since 2007. Her research interests focus on European decision making and the impact of European integration on Member States. Dr Lieberman also has a clear research interest in the role of science in society, focussing specifically on policy for the regulation of genetic modification and outer space activity.

Contributors



KATE TEMPLE-BROWN

Strategic Apprenticeship Levy Consultant

Kate is an early careers recruitment, marketing and development professional with 17 years' experience working in-house with leading financial services firms and heading up a graduate and early careers team at a boutique recruitment consultancy. Most recently, Kate re-invigorated the Early Careers proposition for the Bank of England taking it from number 100 in The Times Top 100 places to Work to number 66 in one season. Her wide-ranging experience in the entry-level talent market gives her exceptional insight and competitor knowledge that she has used to give a wider perspective to the apprenticeship levy opportunity.

"This is certainly the the most effective and useful gathering I have attended both as an in house practitioner and external consultant. I am never attending another conference that invites more than 50 attendees or is not by the sea!"



ANDREA MARSTON

Senior Director,
Talent Acquisition at AOL

Andrea has been hiring talent for multinational organisations for 18 years, and has founded 3 start ups. She currently leads the talent acquisition function at AOL International. Loves branding, data and new tech for stronger and easier recruitment. She is married with 2 kids, a dog and 2 feral cats.

"RLS was the most thought provoking event for me this year. We had a group of innovative leaders in one room having open discussions to share ideas and improve future strategies. The sheer knowledge in the room meant a huge amount was achieved in 2 days".



CHARLOTTE NICOLSON

Resourcing Lead,
Severn Trent Water

I've been working in Resourcing & Talent for nearly 20 years. I'm lucky enough to have worked the agency world, RPO and in house which has given me a huge amount of fantastic experiences within Resourcing in a number of different industries including retail, financial services and utilities.

"Story telling is key to sharing our employer brand, no one knows what Brexit will mean but we can start planning for the what if's, millennials may just be like baby boomers but in a new era of tech and robots could soon be taking over the world!"



DAVID RIVEL

CEO,
PathMotion

David Rivel is CEO of PathMotion, a leading employee-to-candidate engagement platform, where employees of organisations can discuss directly with candidates to help promote an authentic employer brand. PathMotion is working with leading employers to help them leverage their employees in order to attract talent and is one of the Top 5 most innovative HR Tech Solutions (HRO Forum Europe).

"Despite the uncertainties currently hovering over the graduate recruitment sector, it was encouraging to hear about the various innovations currently being embraced by employers in their effort to attract and retain talent".



MAXINE ROBERTS

Head of International Talent Acquisition,
Dyson

Maxine began her career in recruitment many years ago, within accountancy recruitment agencies. After forming her own company she moved in-house at WH Smith where he was responsible for talent acquisition and L&D. Maxine then joined the Talent Acquisition team at Dyson where she is now Head of International Talent Acquisition.

"Too many positives to list, highlights for me were the sessions on programmatic advertising and apprenticeship (and of course dinner).

What impressed me most was the openness from everyone, and the common desire to push and challenge ourselves in this fast paced, changing world. Massively refreshing. I learnt a lot, reminded myself of a lot and feel inspired to do more".

Contributors



LISA SCALES

Board Adviser,
NED

With over 20 years experience both in-house and agency side Lisa is one of the leading commentators and advisors to the industry. As one of the pioneers of video interviewing technology in 2008 and then as Founder & CEO of the ATS platform TribePad for the past 8 years Lisa has established herself as a go to person in the Talent Acquisition technology market. Having successfully exited TribePad in the summer of 2016 Lisa has gone on to take Board advisory roles and Non Exec roles to assist businesses with their operational challenges and future strategic direction.

“The resounding inability for the Head of Resourcing to get accurate data from their current technologies is a real worry so gut feel coupled with some hit and miss data is still underpinning recruitment decisions across a lot of organisations; the industry needs to demand better from their suppliers but for them to do that there needs to be some education in terms of what is possible etc as most are being fobbed off by vendors over complicating things”.



PATRICK WELSH

Digital Strategist,
Metrics and Campaign Management,
AIA Worldwide

With more beans than a quadruple espresso, Patrick is constantly driven to explore and learn. After a sporadic journey working in video and digital healthcare marketing, he finally found his way and passion helping others to analyse and interpret their own data. As a Digital Strategist at AIA, Patrick works with clients to help them better understand how their recruitment strategies are performing, from basic website analytics to full-fledged cookie based campaign management efforts. He is consistently driven to inform others on how they can better understand their own data, while helping them to explore new avenues of optimization for all of their recruitment strategies.

“No matter our area of expertise, we can always learn from others! This event allowed me to not only share my knowledge, but to gain valuable insights from other thought leaders in the industry; allowing me to see things from completely different and eye opening perspectives”.



CHRIS WRAY

Resourcing Lead,
Severn Trent Water

Chris has 10 years' experience within the recruitment sector and moved into in-house recruitment in 2014. He has developed and grown the In-house recruitment team at Anchor over the past 2 years.

Chris has direct experience of changing a heavily recruitment agency reliant business to one that has embraced an in-house model. He is hugely passionate about direct resourcing, creative candidate attraction, recruitment technology and wider employer branding.

“We as Resourcing Leaders need to work harder to help hiring managers to understand the value of quality hires and the benefits of working with us to create consistency in process”.

Thank you!





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Jamie Leonard
jamie@rl100.co.uk
+44 (0) 7917 735 796