



SUMMARY OF DISCUSSION

Early Careers Virtual Roundtable

No. 4

Wednesday 1st July
10am - 11:30am



TheTalentPeople

Overview

Early talent attraction continues to be the main focus for many organisations looking to hire immediately, but also for those looking further ahead. As strategies are agreed and implemented, it is clear that the specific tactics that are employed will determine the success of campaigns and the ability to fill pipelines with candidates, more than ever.

The fourth roundtable in the series aimed to deconstruct tactic strategies using the MAJIC model of recruitment, and specific 'tools' available in the fight for emerging talent.

The MAJIC model of recruitment:

MAJIC

MEASURE
ALWAYS ON
JOURNEY
INFORM
COMMUNICATION

Participants of the event represented a wide range of organisations:



Executive Summary



1. **Measuring** is often used by the attendees of the roundtable to keep track of certain recruitment campaign metrics, but practical challenges exist in achieving the full picture. This is particularly the case when using 3rd party resource. Measuring has helped many participants identify gaps in recruitment spend, but it's also identified challenges in equal representation; an increase in remote and digital working creates bigger challenges for BAME and lower socio-economic candidates.
2. An **'Always on' approach** has produced incredible results for some attendees in talent hiring. Having a constantly accessible brand has almost always increased candidate engagement, however with limited opportunities some organisations are finding excessive numbers of unsuccessful candidates. Additionally, reduced requirement for top-up spending has been matched by a need to reinvest in solutions to recycle 'free agent' early talent.
3. **Well-built candidate journeys** are a must for every organisation. Moving from a one-size-fits-all approach to a more bespoke and persona driven one, has seen attendees replace bad-fitting candidate applications with those of relevance and value. Where appropriate talent has been unsuccessful, offering skills courses and alternative opportunities have proven to be popular. Additionally, a constant recycling journey has resulted in some attendees being able to create sizeable candidate 'eco-systems'.
4. To better **inform and communicate** with candidates, it is key to have thought out persona's and to have taken an intrinsic look at who the company needs. Identifying what information candidates need in order to make informed decisions has been a large contributing factor to the success of some attendees' opportunities. Some have experienced consequences as a result of publicly sharing information like wage, however, presenting the notion of a 'middle-ground' does need to be achieved.

Reaching out to prospective candidates considerably further in advance of the candidates' starting age has also seen success with attendees in creating valuable talent pipelines for the future. Knowing precisely the type of individual they want to attract and starting the attraction journey from school has been met with great results. For immediate talent attraction results however, other methods such as promotion of relocation packages has seen positive effects in driving best-fit individuals, and challenging geographical challenges felt by many organisations.

Measure



What does good look like in your recruitment campaign; how do you measure it, and how do you pro-actively pivot to progress towards your objectives?

If you can see the gaps, you can make the change. Measurement is about making sure your campaign and efforts are on track to achieving your desired early talent outcome. It's not about application volumes, it's about telling your story, building relationships with candidates and engaging with the candidates who are the right fit for your organisation.

The Conversation



"What gets measured, gets managed" but make sure you are measuring the right thing. Measuring the wrong metrics has led to the wrong outcome, said one attendee. Consider your objectives before starting and avoid simply measuring volumes of applications as an end point.

Practical challenges exist in the area of 'measure' and to a great extent, it's not always possible to said another attendee. This is particularly the case when working with some institutions like universities for sponsored degrees, where candidate journeys remain hidden until the application phase. Tracking links will allow candidate tracking at every stage of the recruitment process, but this will need help from the institution or third party to set up.

When referencing the outcome of increasing candidate representation, one attendee shared the importance of measuring at the beginning rather than the end of the campaign. They shared that some young individuals don't have accessible technology at home, so outreach to these demographics must be supported elsewhere. In light of the national health crisis, focussing on creating a virtual offering will be far more successful than just making the entire process digital.

Some organisations shared the importance of measurement in helping to identify gaps in recruitment spend and generally speaking, investment into candidate attraction must be mirrored by spending on recruitment. Drop-out can be expected all the way up to the start date of the new recruit, but by identifying where in the chain conversion is struggling will help direct attention and funding.

Campaign measurement is a good start to identifying engagement, but a number of attendees have also utilised pre-application processes as a way of gauging interest. Bringing candidates into a valuable offering other than simply job opportunities builds relationships and allows organisations to identify key demographic representation in their pipeline.

Case Study

Anything can be measured - Thames Water identified, through text analytics tools, that "masculine coded" words such as "confident" and "champion" were having a detrimental effect to the engagement of female candidates. Using words such as "team players" and "people who want to learn" resulted in rise in women applying for technician jobs, from 8% to a staggering 46%.

<https://www.linkedin.com/feed/news/taking-gender-bias-out-of-job-ads-4879628/>

'Always on'



A continuous and evolving campaign over a longer period of time is going to drive far better results for a recruitment campaign than a shorter-term equivalent.

Having your brand and story accessible, even when your vacancies are not, will ensure the necessary candidate relationships are built and your brand is front of mind when opportunities are made available to them.

The Conversation



Candidate interest isn't restricted to 'seasons'. Individuals are constantly changing preferences and altering their chosen career routes. One attendee has found great success through an 'always on' approach by being able to engage with university dropouts. Finding the right candidate at the right time can be a difficult process but maintaining an industry presence will see interest from great-fit individuals in your periphery.

Another attendee agreed, saying University dropouts perform well in assessments and in practical business scenarios. Being constantly visible will increase chances of being seen by such talent.

Looking at successful 'always on' brands is a great way to learn such an approach, brands who regularly appear in your day to day routine are often the ones who are investing in such an approach. Brand affirmation eventually results in a 'purchase ready' consumer making contact.

By tailoring messaging to specific audiences and not resorting to message 'bombardment', money is actually saved in the long term – particularly when the requirement for 'top-up spend' is relinquished.

The results of a successful 'always on' approach are wide reaching. Unsubscribes are reduced whilst a stronger candidate base is created, it is important to consider using a candidate CRM.

Case Study

Using a 12-month campaign with an always on approach, Hitachi Rail has achieved 4 times more applications than the same programme two years ago in London – an area previously considered problematic (TheTalentPeople, 2020).

Journey



How do you make your candidate journey as simple and enjoyable as possible, whilst also making it informative enough?

Candidates often have to repeat website registration and application processes, many of which aren't user friendly. Making sure that your candidate journey is simple and enjoyable will not only drastically improve conversions, but make sure individuals still have what they need to make informed decisions.

The Conversation



Simplifying journeys for candidates is a must for every organisation. Like with many any industry, product or service, creating a great user experience and journey is valuable for improving interactions and conversions.

One attendee was receiving applications from varying candidates due to a one-size-fits all "blind" application system where vacancies were accessible to all. They then found that creating journeys for specific target audiences drastically increased positive outcomes and drove engagement from the right candidates. Candidates that did not fit the criteria but who had been given the opportunity to apply, risked having a negative experience of the process which could affect future engagement, but the initial results of the campaign were far more positive.

Another organisation had found success with unsuccessful candidates by introducing them to their digital skills course. This talent could then kept 'warm' and open to future opportunities. In a similar way, this talent could also be recycled with partners and shared to create a "talent ecosystem".

Candidates can also be redistributed across the supply chain, as an example the automotive matching system has been used to do this before. This system allowed similar jobs within the industry, but from other brands to be suggested and a suitable fit could still be found.

Pre-vacancy communications and events have helped another attendee extend the journey for candidates and create a larger and more diverse talent pipeline. Making this journey more enjoyable through personal interactions has consistently driven high volumes of applications. This does however exacerbate the issue of unsuccessful candidate recycling through higher volumes to contend with.

Case Study

The challenger bank market is expected to grow 48.1% between now and 2027 (Allied Market Research), as a direct result of simplifying their customer journeys. Monzo has achieved great usability by beating First Direct's 123 steps to creating an account with only 43 of their own. Despite the short journey, Monzo continues to be able to provide the same service as First Direct.

Measure



Include as much relevant information on your vacancies as you can, so that candidates can make more informed decisions. There is also no need to wait for applications to come in too, when you can pro-actively search and communicate with the candidates of best fit and generate them.

The Conversation



It was widely agreed at the roundtable that candidates must be at the centre of any messaging. Including too little might appear secretive and create low quality relationships, whilst including too much and creating 'long reads' might also put a candidate off.

A number of attendees had learnt that including wage (preferably broken down by hour/week/month/year) is a priority when creating a job advert. Including the number can have positive effects on application numbers, whilst not including it may have the opposite. For a couple of attendees there was an issue including salaries where staff could be earning different amounts despite joining at the same time. They shared that employees often discuss how much they earn, and differences can create disparity amongst teams. This is particularly the case across graduates, apprentices and other first job starters. It was agreed that even if an employer doesn't share salary, it will eventually be by employees.

Relocation packages have seen success in attracting best-fit candidates to areas that they normally wouldn't be able to afford to move to, said another attendee.

Creating real employee case studies has seen great success in informing the next generation of talent. With early talent success stories being a regular feature for many companies, taking these individuals to events to speak to other potential recruits has proven a popular approach.

One organisation shared their preferences in school engagement, saying that even global companies will see successful candidate pipeline generation by sharing their brand via student engagement.

It was also widely agreed that sharing as much information on apprenticeship opportunities is what is needed to continue to combat the negative stigma that is associated with apprenticeships. Many candidate influencers still believe that apprenticeships are for ill prepared and less able candidates, which is simply not true.

Recruitment shouldn't have to be a waiting game either. Time and money can be freed up for other projects when relationships with candidates are pro-actively created and managed. Many attendees reported that proactive phone calls were a great tool to do so, yet this still remained a relatively under utilised tool.

Case Study

Using GetMyFirstJob.co.uk to recruit candidates, clients of TheTalentPeople reported adverts which included a job description, referenced the training provided and progression opportunities...

- Had a 15% higher fill rate across a 3-month period
- Had a 35% higher fill rate across a 12-month period

Adding a logo to a vacancy increased fill rates by:

- 130% in 1 month
- 82% over 3 months
- 55% over 12 months.

These organisations were also able to source **37% more candidates** (applications and proactive searching) and shortlist **65% more candidates** for their vacancies. (TheTalentPeople, 2020)

Early talent attraction is a constant learning process and predicting the interaction of target candidates can be difficult. Adjusting process and approach, in line with a model like MAJIC, will see positive results to recruitment outcomes. Sharing ideas and experiences is key to developing a group understanding and utilising the help of experts to assist in intelligent recruitment can provide smoother transitions and better results.