

**FOSWAY GROUP**  
**Talent Acquisition and Recruitment**  
 23rd May 2017

**21st Century Talent Acquisition and Recruitment**

- How do you ensure that your talent acquisition systems, processes and people are aligned?
- What have been the most successful approaches to talent acquisition you have seen?
- How are talent acquisition solutions adapting to meet the needs of a modern workforce?

**Annual performance process**

- Competency assessment - Both are relevant
- Assessed to target
- Pool data to understand where the talent is and encourage movement to grow
- Calibration - should move somewhere - move internally - country... age group
- Get beyond holding the good people - Help managers be transparent
- 70-80% places are published - Publish all positions - that are available
- With internal talent - 50% must be prefilled

**What really attracts talent?**

- Employees want more flexibility - Flexibility is expected
- Family trends - more influential
- More working women - Blue collar different
- Delegate to local relationship - Things become more varied - local policies
- Invested in the community
- Brand - Corporate Social Responsibility is more important to grads and millennials - Wellbeing and social
- Employee engagement through CSR
- Part of leadership training - everyone is a leader - Opportunities
- But is that the reality? - Keeping hearing about millennials - and hierarchical moves and social climbing not so important
- Young demographic - more ambitious - GenY should want to move and get experience
- Remote - flexible hours - Want to work differently - Want to work more flexibly

**Systems**

- Technical engineers work - nature of the roles
- Tend to be more local
- Training - Reputation - Apprentices
- Tests to filter people down - Volume is high
- Individual Jobs - bonuses lower & salaries better - Depends on the part of the business
- The sort of companies people want to work for
- Hygiene factors to reduce churn of new starters - What is the experience when you first join

**Employer Branding**

- Make sure people get what they perceive
- Industry leading
- Sense of community - Sense of family
- Should be localised - Have to mix culture to brand values
- Employee engagement - Employees as brand ambassadors - Talk about their story
- Open environment - Work Environment
- Match way people talk to employees the same way as they talk to customers
- Look for traits and yet to see correlation to high performing
- What is helping - is realistic jobs - know what to expect

**Recruitment**

- So not a motivating factor - Career progression is not always clear - NEEDS to be about the job itself
- Personal target - bell curve profile
- Make discussion hard - Bonuses - are not an optional extra
- Bonus not a motivator - Bonus can equal the same as someone's salary - In finance Services

**Methods**

- Selling a product - Balance of power has shifted - Change of philosophy
- Sell a story - different positioning for different employee groups - Segmentation - Is like Marketing
- Referrals with incentives
- Linked more closely to new systems

**Challenges**

- Technical Skills
- Diversity of talent pools - Diversity of workforce

**Processes and Systems are broken**

- Don't really know the skills of the internal staff
- Onboarding is most broken part
- Is there motivation for staff to keep upto date?
- Internal movement is done informally - Not a formal process - Don't highlight and pool High Potentials (HiPos)
- Want to progress people through the organisation
- Technology is an admin tool - but not a driver - Technology decisions take 3-5 years
- Systems = faster & quicker - creates a smoother process - see where candidate is

**Applicant Tracking System**

- Automate process - Frees up time
- More recruitment happens faster
- Trying to channel everything through internal recruitment system - Some managers do direct hires - Encourage more manager delegation
- External tech - global website = overhaul - Investing in people projection

**Volumes only possible because of the tech**

- Help filter candidates
- Externally - pre shared to managers
- Systems is personalisation - Onboarding is not so great
- Some need more bespoke recruitment solutions
- Some not worried about volume but quality

**Mobile** - massively important for people looking - but not having to apply

- Lot of 'Tinder-esque' apps - but need some effort - create an impression
- Can use an app for temp staff - Swipe left or right
- So many apps - Hype and then disappears
- Want serious and appropriate

**Often requires a shift in culture**

- What's the point of blocking Facebook - In last 18 months have removed the block
- Also invested in malware checking, firewalls advances to allow that to happen
- Company decided to make the shift - but the cost was high

**Most companies** - as a sales channel but great for recruiting side

- Using tech to portray ourselves
- Make sure - high visibility

**Good features**

- 'Happy' - tell us - 'Not happy' - tell everyone else
- System sorts questions that are asked at interview
- If reject a candidate - send a thank you pack
- Psychometrics - used for graduates - Looking at shorter testing
- See a picture of the candidate
- See if they fit the job - Provides feedback - i.e. need a less sensitive person
- People appreciate feedback

**Vendors get pigeon holed**

- Can't be all things to all people
- Market place
- Open intergration
- e.g. Identifies top tier 70% men - white - therefore want to ensure diversity
- Need objective people in the process
- Bias not an issue - at the moment - Unconscious bias? - Have a professional recruiter team to help ensure no bias
- China - recruiter can see a video but manager can not
- Job profiles - can express an interest in vacancies - need to build around competencies - Get a job alert by role

**Candidates**

- Not so loyal - driven by money
- Total reward - what I expect = bonus - I need that money
- Motivate and incentivise by other means - Reward package
- Not the most significant attraction - Company level investment in bonus is diluted when spread across

**Everyone has Talent**

- Craft a career - Beyond a hierchical movement
- Top talent is rated as average because of rating scale
- Hired the best - but want to get a consultant
- Can performance undermine talent message - Inconsistency of message

**Targeting diversity**

- Equal pay assessment - Pull back people who have been out of the business for 2 years
- Managers can be overly concerned with losing their best people - Develop self
- Expectations to encourage people to move countries - 2-3 times - need to avoid dsaiappointment

**High Potentials**

- Talent wars - nominated by HR - managers go through checklist - Technical v HiPo pool - Have a more managed career
- Talent Pool - move around - People can get lost
- HiPo pool - everyone is valuable - need a broader view of talent - HiPo - then not make it... how do people not feel
- Job market - internal sourced people - have a contact with managers that we won't poach their people - Can't hide people - they will leave
- Hi Potentials - takes a lot of man hours - Senior leadership and emerging talent