

PEOPLESCOUT

NEXT

FROM ADVICE **TO**  
ADVANTAGE



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PeopleScout, a TrueBlue company, is the world's largest RPO provider managing talent solutions that span the global economy, with end-to-end MSP and talent advisory capabilities supporting total workforce needs. PeopleScout boasts 98% client retention managing the most complex programs in the industry. The company's thousands of forward-looking talent professionals provide clients with the edge in the people business by consistently delivering now while anticipating what's next. Affinix™, PeopleScout's proprietary talent acquisition platform, empowers faster engagement with the best talent through an AI-driven, consumer-like candidate experience with one-point ATS and VMS integration and single sign-on. Leveraging the power of data gleaned from engaging millions of candidates and contingent associates every year, PeopleScout enhances talent intelligence for clients across more than 70 countries with headquarters in Chicago, Sydney and London and global delivery centers in Toronto, Montreal, Charlotte, Bristol, Krakow, Gurgaon and Bangalore.

For more information, please visit [www.peoplescout.com](http://www.peoplescout.com).

# WELCOME



This June will mark the one-year anniversary of our acquisition of TMP Holdings LTD in the UK. As I reflect on the nearly 12 months since our acquisition, I'm proud to see just how far we've come.

The acquisition of TMP expanded our global reach across the UK and EMEA, and brought us unparalleled employer brand, recruitment marketing and assessment capabilities. We're now better able to support your global growth initiatives, no matter where they may be, with headquarters in North America, APAC and EMEA and a broader array of services.

It is more clear than ever that your employer value proposition and how it comes to life in your employer brand is the catalyst for recruiting the best talent. We believe that your employer brand should underpin the entire candidate journey from attraction through assessment, onboarding and beyond.

In this issue, I'm pleased to share a featured section that is informed by the work we're doing in our talent advisory practice. You will find articles on assessment and employer brand – including assessing for passion, purpose and a growth mindset and how to build and launch an employer value proposition and employer brand for the future.

I invite you to read these articles to learn more about the work we are doing for our clients around the world, and I welcome a conversation to explore the ways that PeopleScout can continue to support your business through our deepened talent advisory and global capabilities.

This issue also features articles on talent trends like prescriptive analytics, Google Jobs and how to recruit for retention – and for those with the right cultural fit for your organization. You'll also hear from Jen Torres, our MSP Client Portfolio Leader, who joined us to lead our MSP practice in the fall of 2018. Jen addresses how advances in technology and the growing popularity of total workforce solutions programs are poised to transform the MSP industry.

As I'm writing this, I'm looking forward to hosting our annual North American thought leadership forum, the PeopleScout NEXT Talent Summit, in Washington, D.C. this June. Our Talent Summit is one of my favorite parts of the year – when I get to spend time with our PeopleScout community, reflect on how far we've come together and explore new opportunities emerging in talent acquisition.

This year's guests will have the opportunity to learn from two influential keynote speakers: Liz Wiseman, president of the Wiseman Group, and Madeline Laurano, co-founder of Aptitude Research Partners. In addition, our program will feature breakout sessions, big idea talks and panels covering topics including diversity and inclusion, creating a compelling brand experience and the future of talent, from total to tech. Our next issue, out later this year, will have an in-depth look at insights from our 2019 Talent Summit and articles and interviews with some of this year's speakers. I encourage you to be on the look out for that special feature.

For those of you attending the Talent Summit, I look forward to the conversations we'll have in person. If you're not able to attend this year, we'll continue our conversations and share our progress throughout the year. As PeopleScout continues to expand globally and across new disciplines, we support your growth. By growing together, I'm confident that we will continue to take your talent programs from now to next.

From Now to Next,



Taryn Owen  
President, PeopleScout

YOUR GLOBAL  
TALENT PARTNER FROM  
**NOW** **TO**  
**NEXT**





# CANDIDATE EXPERIENCE

The world of hiring is more candidate-driven than ever before. A variety of employment opportunities, coupled with the rising bargaining power of employees, has lifted candidate experience to the top of many organizations' lists of talent acquisition and workforce management priorities. Generally, the better the candidate experience, the more likely an organization is to attract the best talent. Top candidates demand compelling experiences during and after the hiring process.

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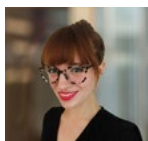
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## ASSESSING FOR PASSION, PURPOSE AND A GROWTH MINDSET

# DRIVERS FOR CHANGE



By **NICOLE FUQUA**

Trend Writer

The world is changing faster than ever before – as employers grapple with the digital transformation, skills shortages and competitive economic conditions. In response to these drivers, job responsibilities change rapidly and organizations need to hire creative employees to innovate and implement new ideas.

According to McKinsey, the pace of change in the workplace is so rapid that, by 2030, as much as 14% of the global workforce could need to change occupational categories.

To remain competitive, employers cannot simply hire a candidate who can meet the requirements of a job as they are written on day one. The candidate needs to have the skills and drive to grow, learn and adapt as the organization moves into the future.

Despite this need to attract candidates with growth mindsets, the interview and assessment processes used by most employers are stuck in the past. For the purposes of this section, we refer to assessments as any stage in the interview process where a selection decision is made. So, an assessment can be a traditional skills test, a requirement that must be met on an application or type of interview, like behavioral or video interview. For most employers, these assessment processes have too many steps and are narrowly focused on hard skills – allowing too many candidates to become disqualified early, before they are able to demonstrate who they really are.

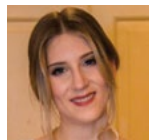
Employers need to broaden their use of candidate assessments to allow for measuring factors that impact a candidate's ability and willingness to learn and grow, as well as their passion for the role and alignment with the broader purpose of the organization. Organizations need to assess a candidate as a whole person as early in the process as possible to really understand what they may be able to offer.

In this section, we explore the current state of assessments, the ways we at PeopleScout have worked to expand assessments to evaluate a candidate as a whole person, how these new assessments work in practice and the benefits and results of the whole person assessment method.





## The Experts: Fiadhna McEvoy and Victoria Officer



Fiadhna McEvoy and Victoria Officer are two of the minds behind PeopleScout's approach to assessments and the whole person model. They strive to create a talented team that can push boundaries and continuously grow and develop its assessment offering.

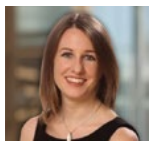
Fiadhna and Victoria are occupational psychologists – which means they have completed an accredited undergraduate degree or conversion course and an accredited master's degree in occupational psychology. Fiadhna has also completed two years of practice supervised by the British Psychological Society to become a chartered occupational psychologist.

Their work is research-driven. The whole person model they outline in this section is based on decades on academic research into what makes an organization effective and how to improve the job satisfaction of employees. Their work is based on the proven forces that drive people at work.

Fiadhna and Victoria are fascinated by why people come to work and perform, how they can be happy and why they stick around. They blend the science of occupational psychology with the art of thinking differently to solve problems.

## ASSESSING FOR PASSION, PURPOSE AND A GROWTH MINDSET

# THE CURRENT STATE OF ASSESSMENTS AND A BETTER WAY FORWARD



By **FIADHNA MCEVOY**  
Director of Assessment and Development

The interview and assessment process is challenging for both candidates and employers. Traditional skills assessments focus on evaluating the capability, behavior and results of candidates.

Research shows that these traditional measures can predict the future success of certain candidates in specific roles; however, now that change is constant, we believe that traditional assessments work best under two conditions:

1. When the candidate has had the opportunity to develop specific knowledge, skills and abilities through their past work experience.
2. When the organization is very clear about the requirements of the role.

While traditional assessments can predict the success of an individual candidate under those circumstances, they may not accurately predict failure. We also know that they can actually lead to less diversity because certain groups perform worse on narrow skills assessments. According to the *Harvard Business Review*, U.S. companies that have instituted written skills tests for managers see decreases of 4% to 10% in the share of managerial jobs held by white women, African-American men and women, Hispanic men and women, and Asian-American women during the proceeding five years.

Current economic conditions and the growing competition for talent call for a better process. Traditional assessments can be effective; we shouldn't ignore them. However, they are only a portion of what research shows can predict success in a role.



By combining traditional capability, behavior and results assessments with new measurements that focus on passion, purpose and mindset, we can better predict the success of candidates.

### Challenges of the Current Process for Candidates:

- The process is often long with multiple stages of video, phone and in-person interviews as well as potential skills assessments.
- Candidates don't feel they can show the full spectrum of who they are, and they may miss out on an opportunity because of one weakness even though they have several strengths.
- The process doesn't give candidates enough of an opportunity to understand the culture and values of the organization or show hiring managers why they would want to work there.
- The process provides minimal opportunity to demonstrate their passion.
- Candidates don't get a lot of feedback as they move through the process, especially at the earlier stages.

### Challenges of the Current Process for Employers:

- Strong candidates can become disengaged and remove themselves from the process if there are too many stages.
- Strong candidates are often screened out when they have unmeasured strengths that would lead them to succeed in the role.
- There is no objective way to measure if a candidate will be engaged and happy in the role.
- Certain assessments can be more difficult for certain groups of people, resulting in less cognitive diversity among the candidates who make it through the process.

## DEFINING THE TERMS

When thinking about the factors that we evaluate to determine if a candidate is a good fit, it's best to think of them like individual gears that work together to drive how a candidate works. What each candidate brings to a role is a combination of their capabilities, behavior, results, passion, purpose and mindset. When those gears work together in the right environment, the candidate will be a successful employee.



**Capability:** Capability is a candidate's core intellectual ability and capacity. Cognitive ability tests that measure a person's verbal or numerical capabilities can have a moderate to strong correlation with performance. Traditional assessments and interviews measure capability.



**Behavior:** A candidate's past behavior and personality-based behavioral preferences work relatively well to predict performance. These can be measured through structured interviews where a candidate explains what they did in the past or during an assessment where an employer can observe a candidate take an action. Behavior is measured during traditional interviews and assessments.



**Results:** Results are what a candidate has already achieved in terms of the knowledge, skills and experience that are required to deliver in a role. Results can be evaluated through skills-based work examples. This is something traditionally reviewed during the interview and assessment process.



**Passion:** Passion is a candidate's enthusiasm, enjoyment and commitment to mastering the requirements of a role. When an employee is passionate about a role, they are engaged. According to Gallup, 85% of workers are not engaged in their current roles. Dale Carnegie Training reports that organizations with engaged workers outperform their peers by 202%. However, most employers don't currently have a method to effectively understand what a candidate is passionate about.



**Purpose:** Purpose is a candidate's alignment with and willingness to contribute to the vision and values of an organization. One study reported by McKinsey found that, out of 100 variables, employees reported that seeing purpose and value in their work was their most motivating factor – even more so than compensation.

Purpose-driven work is especially important for younger workers. According to Cone, 75% of millennials and 55% of all age groups in the U.S. would take a pay cut to work at a socially and environmentally responsible company. Despite this, the traditional interview and assessment process doesn't include a deep dive into whether the candidate aligns well with the purpose of an organization.



**Mindset:** Mindset is a candidate's belief about themselves and their basic qualities. These beliefs are rarely measured by employers. There are two types of mindset: fixed and growth.

***Fixed** mindset is the belief that one's talents are innate gifts and not malleable.*

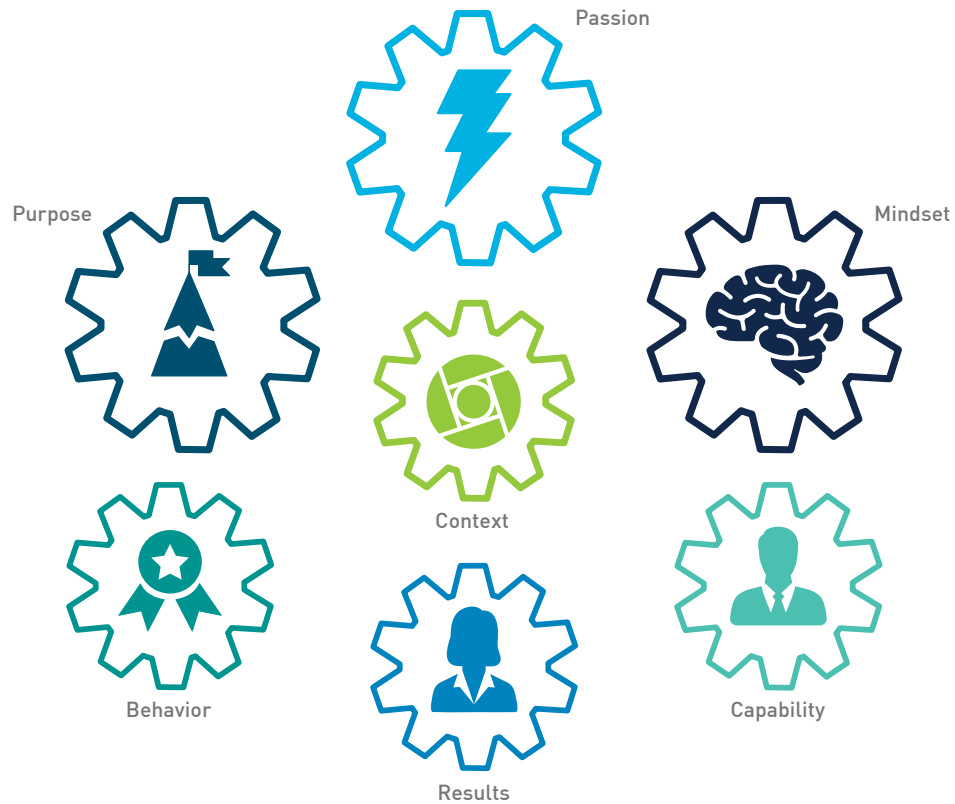
***Growth** mindset is the belief that one's talents can be developed through education and effort.*

People with a growth mindset achieve more throughout their lives because they're focused on learning. In children, growth mindset is correlated with increased test scores, achievement and enjoyment in school.

According to Deloitte, companies that practice a growth mindset create "designed growth" and stretch assignments and openly discuss mistakes to promote learning. Those companies are three times more profitable and have four times better retention than those that do not.

We believe that passion, purpose and mindset can have as much impact on performance as core intellect, what you've achieved and how you've behaved. Most employers are not assessing for all of these factors, so they are missing out on a comprehensive look at candidates. As part of PeopleScout's talent advisory practice, we have developed a model that evaluates all six performance indicators.





## THE WHOLE PERSON MODEL

We developed the whole person model to evaluate capability, behavior, results, passion, purpose and mindset and how they interact. In this graphic, the gears operate together to contribute to the success of the candidate.

At the center is context. The way we measure all six factors depends on the role and the broader context of the organization. In the whole person model, assessments are built with a deep understanding of the organization and the factors that contribute to success in a particular role. For example, the way we measure results and passion will be different for an engineer at a large tech company than a retail sales representative.

In this graphic, you will also notice that each gear is a different size. The relative size of the gear demonstrates the weight of each factor in predicting success. We believe that mindset, passion and purpose should be key factors in assessing candidates for a particular role; however, the relative weighting of each factor will be determined by the context of the role and the organization.

The whole person model measures each candidate in a way that gives all candidates the opportunity to show their best selves. For example, if a candidate has not shown significant results thus far in their career, but they demonstrate a large amount of passion for the industry and the role, that passion could make up for the other weakness.

By looking at candidates through the lens of the whole person model from the start, we provide a more intellectually diverse slate of candidates. This is because the model identifies candidates who excel in different ways. The model more effectively identifies candidates who have the passion and purpose that align with an organization and the mindset to experience continued success in the future.



**Benefits of the whole person model:**

- Increase ability to source candidates with skills of the future
- More engaging candidate experience
- Shorter hiring process
- Enhance the ability to measure the strengths of a person earlier in the process
- Expand the ability to measure future readiness
- Improve cognitive diversity
- Lengthen employee tenure
- Boost perceived fairness from candidates

**KEY TAKEAWAYS**

- Traditional assessments that focus on a candidate's capability, behavior and results are not enough to predict success in the current candidate market.
- We believe that passion, purpose and mindset should be key factors in assessing candidates for any role.
- The whole person model is built to look at each candidate holistically, so employers get a slate of stronger, more diverse candidates.

ASSESSING FOR PASSION, PURPOSE AND A GROWTH MINDSET

# THE WHOLE PERSON MODEL IN PRACTICE



By **VICTORIA OFFICER**

Senior Assessment and Development Consultant



The whole person model is a highly bespoke assessment process. We have found that the model functions best in two contexts: high-volume hiring and highly specialized leadership hiring.

If an organization needs to hire a large number of candidates for a specific role or type of role, the whole person model can produce stronger, more diverse candidates and can result in longer-tenured employees. The process of building out the tailored assessments is time- and cost-effective for high-volume hiring.

The whole person model can also be valuable when searching for the right candidate for a leadership role. For organizations in times of transition, it can be difficult to identify candidates with the ability to lead through change.

In this article, we will explain how we at PeopleScout apply the model practically to both hiring examples.

## WHOLE PERSON MODEL USE CASE: HIGH-VOLUME HIRING

	CAPABILITY	BEHAVIOR	RESULTS	PASSION	PURPOSE	MINDSET
REALISTIC JOB & CULTURE PREVIEW						
ONE EXPERIENCE						
ASSESSMENT CENTER						

This infographic is one example of the whole person model in practice for high-volume hiring. It includes three stages and each stage measures different aspects of a candidate's background, or gears of the whole person model:

1. A realistic job and culture preview
2. The One Experience online assessment
3. The final stage of online assessments, which we call the Assessment Center

During the realistic job and culture preview, a candidate gets a practical look at what it would be like to work for your organization and in this particular role. This section will include media, like a video job description, shaped by your EVP and employer brand and customized to a job's responsibilities.

Showcasing the job and the employer brand of the organization is critical during the realistic job and culture preview because it assesses the passion and purpose of the candidate. If the candidate identifies with and is enthusiastic about your organization, they will continue through the process. If a candidate does not feel as though their passion and purpose align, they will not continue in the process.

The One Experience assessment is an online holistic tool that assesses each part of the whole person model. Candidates answer questions in a variety of formats that allow them to demonstrate their different strengths. Each of the six factors is weighted differently based upon their ability to predict candidate success and the requirements and expectations in a role.

In the One Experience tool, the scores for each type of assessment will be combined and weighted, and candidates who meet a certain threshold will be moved along to the next step. Because there are a variety of ways to earn a passing score on these assessments, there will be a more cognitively diverse group of candidates that make it through this part of the process.

At this stage, the assessments include automated feedback reports so that candidates have a better understanding of why they do or do not move forward. This improves the candidate experience because candidates who do not get the position are not left in the dark. It gives them an opportunity to see why they may not have been the best fit.

The final step is the last set of online assessments, which we call the Assessment Center, to further narrow the candidate pool. In this example, it



measures mindset, passion, capability and behavior. However, it can be adapted to focus on the categories that show the strongest predictive ability for a specific position. This stage also includes automated feedback reports.

Using this model, we see fewer candidates making it past the realistic job and culture preview to complete the One Experience tool, but 50% of those who do complete that step go on to pass and move to the Assessment Center. Those who make it to the Assessment Center have a pass rate of 75%, which is higher than the traditional process. In the old process, clients viewed a pass rate of 50% at this stage as high.

## HEALTHCARE CASE STUDY: ASSESSMENTS IN HIGH-VOLUME HIRING



### The Problem:

A PeopleScout healthcare client wanted to improve quality-of-hire and decrease turnover for their nearly 2,000 annual call center hires.

### The Solution:

PeopleScout partnered with the organization to deploy an online assessment that identified the key behaviors and personality traits that correlated with success at their organization. The assessments also identified candidates who are aligned to the organization's mission and who have a growth mindset, and who could be successful in leadership roles.

### The Results:

After two-and-a-half years, the client has seen an increase in the quality of candidates and is expanding the use of the assessment to all external positions. They may also deploy the assessments for internal positions as well.

## WHOLE PERSON MODEL USE CASE: LEADERSHIP HIRING

In the case of leadership hiring, rather than using the One Experience tool, the whole person model uses a deep-dive interview in which the questions are designed to assess the candidate's passion, purpose and mindset, as well as their capability, behavior and results – the six factors included in the model. By assessing top candidates for these factors, organizations can better identify leaders who fit well with their organization and goals.

To understand how this works, let's look at how we applied the whole person model to help the Scottish Police Authority appoint the next Chief Constable for Police Scotland.

## CASE STUDY: USING THE WHOLE PERSON MODEL – SCOTTISH POLICE AUTHORITY

### The Job:

Chief Constable

The Chief Constable is one of the most influential, rewarding and impactful law enforcement jobs in the country. It is also a critical and high-profile position.

### Challenges:

- High public and political scrutiny
- History of leadership challenges
- History of extensive change
- Need for the Chief Constable to live and breathe the values, culture and purpose of Police Scotland
- Nearly impossible to find a candidate with experience in an equivalent role

### Needs:

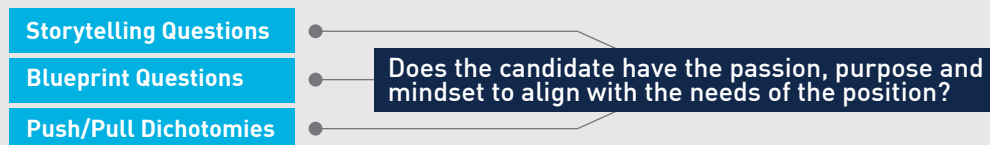
The Chief Constable needs to be able to restore credibility and public trust, as well as continue to work toward the 2026 strategy.

### The Solution: The Whole Person Model

PeopleScout built a customized assessment process designed to identify candidates' alignment with the passion, purpose and mindset necessary to fit with the Scottish Police Authority culture and values because no candidate had the work experience to demonstrate the results needed.

## Step One: Online Psychometrics and a Deep-Dive Interview

### Techniques Used:



### What are Psychometrics?

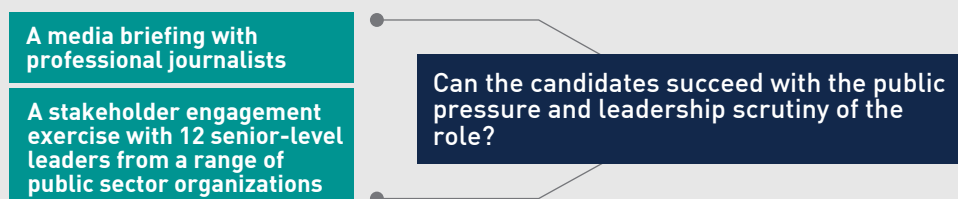
The measurement of knowledge, abilities, attitudes and personality traits.

### Results:

An in-depth report was compiled and shared with the Scottish Police Authority identifying which candidates have the factors necessary for success.

## Step Two: All-Day Immersive Assessment Center

### Immersive Exercises Used:



### A Benefit for Candidates:

A 90-minute verbal feedback call and detailed developmental reports are provided at the end of this stage.

### Results:

Another report for the Scottish Police Authority to take into its own final interview stage exploring strengths, development areas and specific questions to probe further.

### End Result:

The Scottish Police Authority had the information to make an objective, fair and well-informed appointment decision.



### How did this impact the onboarding process?

The new Chief Constable continued the developmental work they invested in during the assessments process and received a series of coaching sessions throughout the transition.

All candidates reported a positive experience that provided ample opportunity to demonstrate their capability and suitability for the role.

### APPLYING THE WHOLE PERSON MODEL TO YOUR HIRING

In the current economic climate, employers who hire and retain candidates with a growth mindset and who align with the passion and purpose of the organization will be at an advantage. By assessing for these factors and looking at the whole person, employers can better identify those candidates and set themselves up for success.

When employers face the challenge of hiring a large volume of employees, the model can be customized to efficiently identify the best candidates with a passion for the work and the organization. When an

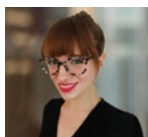
organization is looking to make a leadership hire but is struggling to find candidates with relevant experience, the model can be customized to identify those who can learn, lead and grow with the organization.

### KEY TAKEAWAYS

- The whole person model is a bespoke process and works best for high-volume and leadership hiring.
- When used for high-volume hiring, the whole person model can produce stronger, more diverse candidates and can result in longer-tenured employees.
- When used for leadership hiring, the model can identify leaders who fit well with an organization and its culture and goals.

## EMPLOYER VALUE PROPOSITION AND EMPLOYER BRANDING

## TIME FOR CHANGE IS HERE



By NICOLE FUQUA

Trend Writer

In talent acquisition, we're hearing a lot about the importance of a strong employer value proposition (EVP) and a well-managed employer brand platform. It's true – taking control of your employer brand will help your organization stand out in the current, tight-talent market. However, the approach many organizations have taken to building an EVP is dated. To be effective, an EVP and employer brand platform needs to be built for the rapidly changing world we live in today.

There are many definitions of employer brand, but at PeopleScout, we define employer brand, employer value proposition and employer brand platform as the following:

***Employer Brand:*** Your employer brand is the perception and lived experiences of what it's like to work for your organization.

***Employer Value Proposition:*** Your employer value proposition, or EVP, captures the essence of your uniqueness as an employer and the give and get between you and your employees.

***Employer Brand Platform:*** The creative communications you create and distribute based on your employer value proposition that guide the perception of your employer brand in the marketplace.

In this section, we dig into how to build an EVP and employer brand platform that stands out in the current candidate landscape. We'll describe how to make sure it is unique and authentic to where your organization is today. We'll also show you how to make it aspirational to share where you want your organization to go while keeping it dynamic enough to appeal to different candidates and keep up with the changing talent landscape. In this section, we will cover the process from beginning to end – from gathering the insights needed to define an EVP to integrating that EVP into every step of your candidate experience.

Traditionally, employer value propositions have been developed at one moment in time. They have not kept pace with the changing world, the multi-generational workforce and evolving workplace and candidate behavior. These EVPs are generally created with only input from executives, and without insights from employees throughout the organization. Then, that EVP is used for years before it is updated using the same process.

These traditionally formulated EVPs are often generalized with the aim of speaking to the widest audience. What really happens is that these statements feel meaningless to candidates because the EVP doesn't speak directly to the different types of candidates an employer wants to recruit – either based on skills or demographics.





This means that in the current economic conditions, employers with poorly defined and managed EVPs are left behind in the competition for talent. Candidates are drawn to organizations with EVPs that align with their own personal values.

These factors all combine to shift the goal for employers. Traditionally, employers have aimed for quantity – looking for large numbers of applicants with the theory that they could find top candidates. Now, to stay ahead, employers should focus on attracting the best candidates with a growth mindset whose passion and purpose align with the organization’s mission. Employers should look for fewer applicants in total, but more people who fit the culture of the organization and who possess the skills needed to drive a company into the future. A well-defined EVP and well-managed employer brand can help accomplish this.

In this section, PeopleScout’s experts guide you through the process of developing an employer value proposition and employer branding platform that speaks to the candidates your organization wants to hire and can keep up with the rapidly changing landscape.

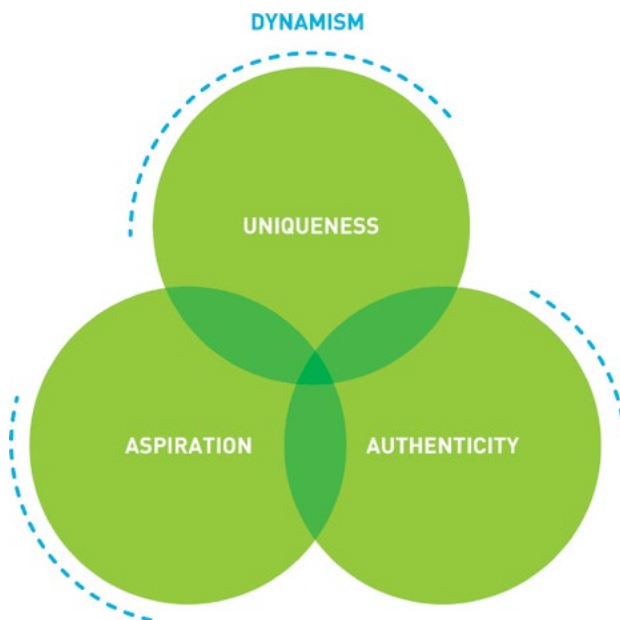
## EMPLOYER VALUE PROPOSITION AND EMPLOYER BRANDING

# BUILDING AN EMPLOYER VALUE PROPOSITION AND EMPLOYER BRAND FOR THE FUTURE



By **SIMON WRIGHT**  
Managing Partner of Advisory Services

There are four key factors to building a strong EVP: uniqueness, authenticity, aspiration and dynamism. You can see how they interact in the EVP of one of our clients, Linklaters, an international law firm. The role of a lawyer is changing with AI and automation; it's becoming more consultative and advisory as opposed to administrative. We developed the EVP, "Great Change is Here," for Linklaters to help them attract the candidates they need to take their organization into the future. Below, I'll share how this EVP is unique, authentic, aspirational and dynamic.



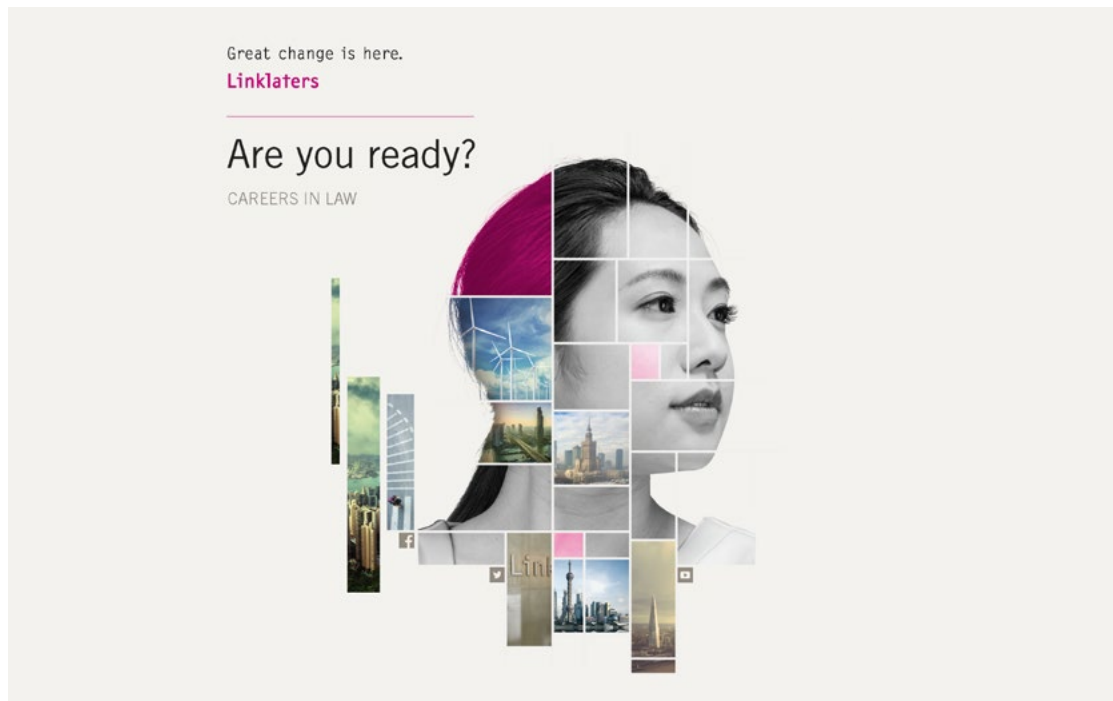
**Unique:** Your EVP should stand out from the crowd and have a unique point of view. Many organizations promote statements like "Our people are our strength." Because a statement like this is generic, it doesn't tell a job candidate why they should work for your organization specifically, which makes it less effective.

The "Great Change is Here" EVP is unique because rather than emphasize the traditional aspects someone might attribute to a lawyer – attention to detail or strong analytical skills – it focuses on where the profession is going.

**Authentic:** An authentic EVP should reflect the true culture and values of your organization. If your EVP doesn't reflect who you are, you can't speak to the people who would excel in your culture. An EVP that lacks authenticity could leave new hires feeling confused and betrayed if they find the culture is different than what they were led to believe.

"Great Change is Here" speaks to the way the culture truly operates within Linklaters – they are market leaders and future-focused. In the employer branding platform, we featured real employees and real stories to ensure the message was authentic to what the firm is and who the employees are.

**Aspirational:** Your EVP should also reflect where your organization wants to go. The aspirational aspects of your EVP will help you attract people who have the skills and passion to help you get there.



For Linklaters, the EVP calls out the fact that change is at the organization and in the industry and, no matter what the future holds, they are ready.

**Dynamic:** Your EVP should be dynamic in two ways. The first is that it should be agile enough to respond to change, but also future-focused. The second is that parts of the message should be able to be dialed up or down to speak to different audiences. Over time, the current state and the aspirational state of your organization will change, and your EVP should shift with you.

Your EVP should also be able to speak to the diverse group of candidates you want to attract. Your current employees are not one homogenous group – they have different roles and responsibilities and come from different backgrounds. The candidates you are targeting are equally diverse. The core of your employer brand should start with a universal truth, but effective employers will also create messaging that speaks directly to different audiences and geographies.

## GATHERING INSIGHTS TO PRODUCE RESULTS

An effective EVP should be developed through a process of embedded discovery. This is what we do at PeopleScout. We spend time in each organization, developing a deep understanding of the culture, the goals and what makes the organization unique. We ask hard questions and gather insights that leaders may miss when they are too close to be objective. Our approach also allows employees to speak more candidly.

This process includes qualitative research - like conversations with leaders of the organization and former and current employees - and quantitative research, including data from candidates as well as engagement and pulse surveys. During this initial insights phase, we collect data and information from new hires, current employees and alumni of your organization so you can understand what motivates people to stay and what drives people to leave. You may have some of this information from exit interviews, but you can learn more by adding stay interviews and new-hire surveys.

**After completing the discovery process, we define three elements:**

- *Your organization's aspirations:* This includes short- and long-term goals about how the organization wants to change in response to industry and cultural transformation.
- *Your organization's current state:* This should reflect the reality - the good and bad about what it is like to work at your organization right now.
- *The outside perception of your organization:* This should include the level of brand recognition you have as an employer, as well as what potential candidates think of your organization.

There will be areas of overlap between these three elements, and by analyzing where they intersect, we can begin to build your EVP. We put together a statement that reflects those three elements and what is unique, authentic and aspirational about your organization. We also build the EVP so it can bend to speak to different audiences and change over time. Once that statement starts to take form, we test, refine and optimize.

## TESTING, REFINING AND OPTIMIZING

The process of building an effective EVP is more akin to the process of testing and refining prototypes than it is to a grand reveal. In many ways, gathering insights and testing will happen at the same time. Throughout the process, start with a hypothesis, and then test and refine the message. Your hypothesis will be challenged through conversations with leaders and employees so that it can be refined for an initial roll-out.

Throughout this process, you will make changes to your initial EVP framework as you see what aspects of it resonate with your audience and current employees. During the testing phase, you should also identify your audiences. Your organization will have several, depending on the type of work you do. The type of candidate you want for a digital or creative position will likely be drawn in differently than a candidate for a floor manager or call center position. Test your EVP with these different audiences and build a spectrum of employer brand messaging, rather than one that simply splits the difference. Once your EVP is ready, you move into the roll-out stage - gaining buy-in from your current employees and infusing it throughout your entire candidate experience.

You can see how we adapted the EVP for Sainsbury's, a UK grocery store, in the following case study.



## CASE STUDY: DEVELOPING AN EVP TO ATTRACT MANAGERS TO SAINSBURY'S

### The Problem:

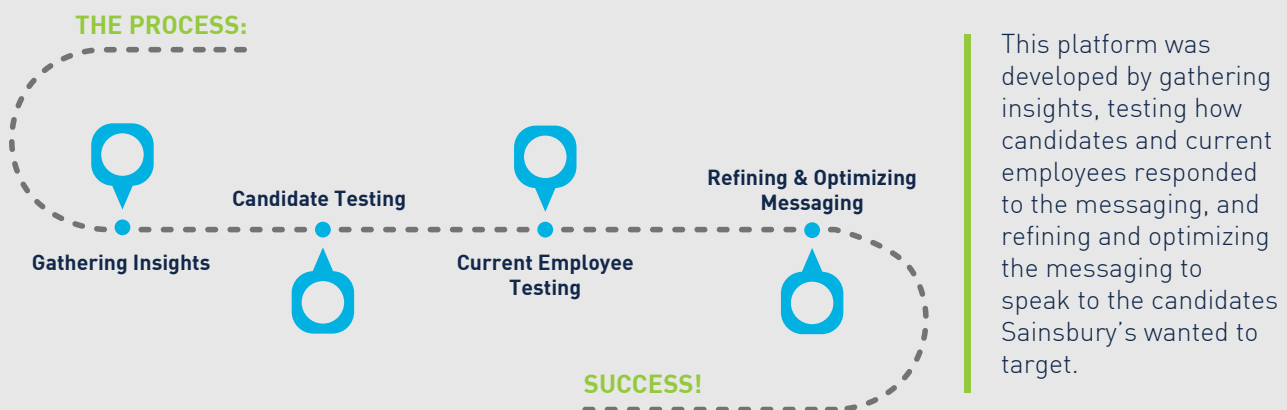
The UK grocery chain needs to attract candidates for the role of customer and trading manager. However, this is a new position in the market, so most people aren't familiar with what it means. On top of that, many people had a negative view of retail management.

### The Challenge:

We needed to build an employer branding campaign that would overturn public perception of retail management, introduce a new type of role and hire more than 3,000 people out of more than 25,000 applicants.

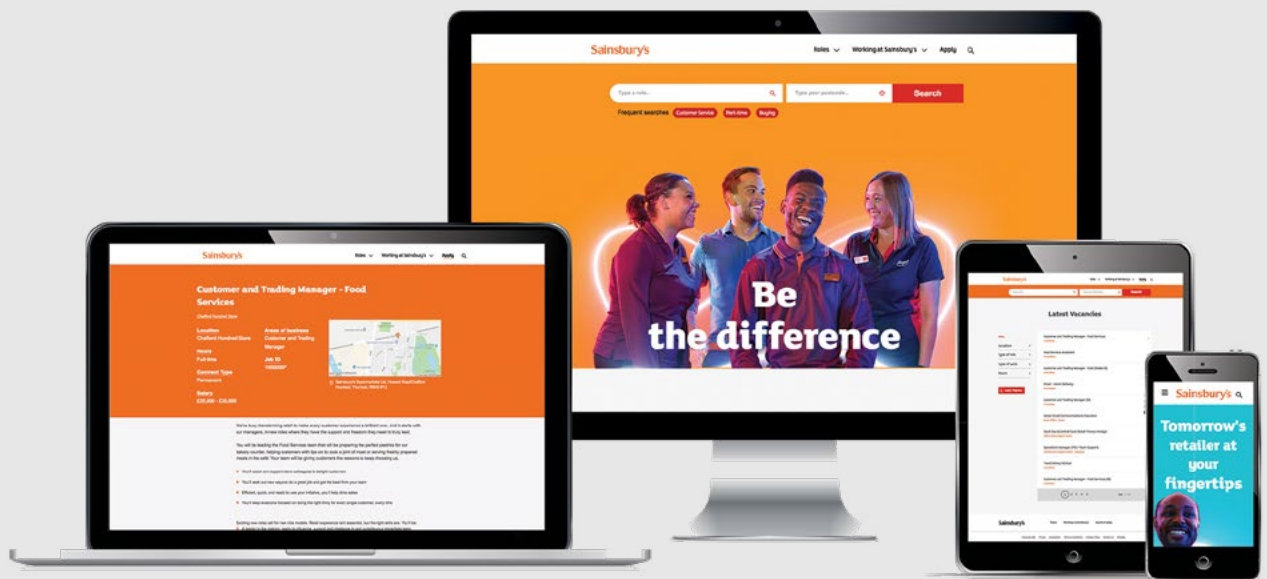
### The Solution:

We determined that the most motivating benefit of the role was the potential to become a leader and bring out the best of a team. With that, we created the "Leading Starts Here" campaign that reconnects people with the emotional core of what's great about management. It features videos and images of a diverse group of people sharing stories about managers who inspired them.



### End Results:

The campaign engaged more than 377,000 people and the video was viewed more than 484,000 times with extremely positive feedback. With the campaign, Sainsbury's met its goal of hiring more than 3,000 people. Sainsbury's Zone Managing Director, Daren Sinclair, said of the campaign, "We now employ 3,200 fantastic people on the back of a great campaign we're all very proud of."





Once you roll out an EVP, you aren't done testing, refining and optimizing. One way to think of this process is that your EVP should always be "in beta." This doesn't mean you need to undergo the process of discovery from the beginning each time you modify your EVP. Instead, as your organization evolves, continuously test and evolve your brand messaging so that it always reflects where your organization is and where your organization is going.

## KEY TAKEAWAYS

- Employers need to create an EVP that is unique to their organization, that speaks to both their present state and their future and keeps up with the pace of change in the global economy.
- Your EVP should be created through a process that assesses the gaps between where your organization aspires to be, what employees really experience and how the outside world sees your organization.
- Your EVP should be optimized by testing and refining your messaging to build an employer brand that speaks directly to the candidates you want to attract.

## EMPLOYER VALUE PROPOSITION AND EMPLOYER BRANDING

# LAUNCHING AND MANAGING A DYNAMIC EVP AND EMPLOYER BRAND



By **PAULA SIMMONS**  
Strategic Planning Director

After building a strong EVP and employer brand, employers face the challenge of effectively promoting and marketing that brand to candidates and employees. The roll-out and management of an employer brand platform is just as important as the care taken to research and craft that positioning.

For many organizations, it's easy to show enthusiasm while developing a new EVP, but that same enthusiasm needs to continue through the internal and external launches.

**A Cornell University report\* identifies several tangible benefits of a strong employment brand:**

- Organizations with an employer brand platform experience an average turnover rate of 10%; the overall turnover average is as high as 16%.
- When organizations live up to their marketed EVP, new employees arrive with a higher level of commitment at 38%, compared to organizations that don't live up to their marketed EVP, which are at just 9%.
- As an employer brand progresses, employees buy in to the new corporate culture, which increases their motivation.
- A strong employer brand can increase employee engagement, even through periods where employee headcount is reduced and salary raises are controlled.
- In organizations with a developed employer brand, employees are more engaged in the decision-making and management process.

## STARTING FROM THE INSIDE OUT

The internal launch of an EVP and employer branding platform lays the groundwork for the success of the external launch. To make the internal launch successful, you need to bring the EVP to life so employees understand and embrace it. When employees are engaged with your employer brand, they will become brand ambassadors.

The careful process of gathering insights within your organization, which occurs during the discovery phase is key to a successful internal launch because employees need to recognize their own reality in a new EVP. If an EVP and employer brand platform doesn't resonate with current employees, you will struggle to develop advocates and champions of the brand.

An effective internal rollout needs to accomplish these four steps to create advocates and amplify the brand:

\*"Is There a Correlation for Companies with a Strong Employment Brand Between Employee Engagement Levels and Bottom Line Results?"

### As a Refresher:

**Employer Brand:** Your employer brand is the perception and lived experiences of what it's like to work for your organization.

**Employer Value Proposition:** Your employer value proposition, or EVP, captures the essence of your uniqueness as an employer and the give and get between you and your employees.

**Employer Brand Platform:** The media you create and distribute based on your employer value proposition that guides the perception of your employer brand in the marketplace.

## 1. The leadership team and hiring managers should know and understand the elevator pitch of your organization.

The people who are on the frontlines interacting with candidates represent your brand and should be able to articulate your EVP consistently. If you don't have an effective internal rollout, your external message will not be consistent. These brand ambassadors should be trained on the talking points and should practice sharing the pitch with candidates.

## 2. Recruiters know where they can find materials to share your message and how they can reach out to their networks.

Your current employees can also function as brand ambassadors and can create valuable marketing opportunities. They should clearly understand and identify with your new EVP, and they should have the tools they need to share that messaging with their networks. A successful internal launch should ensure they have access to a library or media toolkit of employer branding material, and they should be encouraged to use it. This should include videos, images and even messaging for social media that employees can copy and paste to enable employees - ranging from recruiters to outgoing workers with large networks - to share online.

## 3. Your employees should feel empowered to share your message and refer strong candidates.

During your internal launch, encourage employees to share your brand culture and their experiences with their networks. In large organizations, this can be a challenge, but it is a culture you can build through team conversations and highlighting examples of your EVP in action. With this, you can encourage employees to share their own experiences.

## 4. Identify talent scouts, a type of employee brand ambassador who can identify people in their networks and encourage them to join your organization.

Some of your current employees will have strong networks and will excel at finding people in those networks with "the right stuff" to succeed at your organization. Some employees will also have the opportunity to share your employer brand at speaking engagements, conferences and other industry events - even if those events aren't directly related to employer branding.

Launching a new employer brand platform is an opportunity for a renewed focus on employee referrals. Current employees who can understand and articulate your EVP can point you to people in their networks who may also be a good fit.

To drive increased referrals for our client, Virgin Media, we revamped its referrals site to make the employer brand the heart of the site. Additionally, we helped the organization communicate the EVP to current employees so they



could identify the organization's "kind of people." Less than one year later, referrals increased from 10% to 25% of external hiring; staff participation increase by 40%; the organization saved an average of \$9,000 per hire; and the quality of hires increased.

## BRINGING YOUR EVP TO LIFE THROUGH THE CANDIDATE EXPERIENCE

After a successful internal launch, in which your employees understand your EVP and brand ambassadors have the tools they need to share your message, you will be ready to launch your employer brand platform externally through your candidate experience. This launch should be a multifaceted approach driven by the audience insights you gleaned during the earlier stages of EVP development. Before you launch externally, you should understand the types of candidates you want to attract, what type of media they consume, where they are and how you can speak to them. As you build out your employer branding platform, vary your media and messaging to speak directly to those audiences.

Below are several external employer branding platforms and examples from Virgin Media. Virgin has a large workforce and needs employees who can support its organization today and adapt for the future. The company struggled to fill senior corporate roles, field sales advisors and part-time retail positions. We helped build an EVP that emphasized the open-minded, less corporate, fast and flexible culture of Virgin Media.

### The EVP

A positioning line and paragraph that sum up the reasons to join – built in to all communications but without pressure for the exact line to always appear

#### *Let's change the game for good.*

At Virgin Media, we don't toe the corporate line and play it safe.

We're open minded. Asking 'what if?' And 'why the hell not?' Our people are super sharp and switched on. Spotting new opportunities. Ready to change the game. In the hurly-burly, seat of your pants, digital world, they're fast and flexible. Taking each challenge as it comes. Which makes things...well, a little bit more fun.

It's not a nine-to-five, clock in and tune out sort of place. And there's no corporate mask to put on at the door – you can just be yourself. We're hard working, but in it together. Shaping the future. Creating something special. Because let's face it. If you don't love what you do, it's time to do something else.

### The campaign

One of many possible ways to express the central proposition in shorter term bursts, tailorable to various audiences, specific recruitment needs and adjustable over time



#### **TURN IT ON**

It's our strapline. And our recruitment brand platform. And more. It's a state of mind, and a state of being. A way of thinking, and a way of working. It's doing something, then looking at it and thinking, could it be better? Then ramping it up a notch or few. It's a call to action to super sharp, switched on people to change the game, keep on growing, and have some fun along the way.

*EVP and Campaign*  
*Virgin Media*

### **Brand Ambassadors**

Your candidate experience starts with the first time a candidate experiences your brand. In many cases, this could be by interacting with a brand ambassador, like an employee who shares job openings and encourages people in their network to apply.

According to *Marketing Week*, nearly 70% of consumers don't trust advertising and 42% don't trust brands. Additionally, nearly six in 10 consumers don't trust brand communication unless they see "real-world proof" of the message.

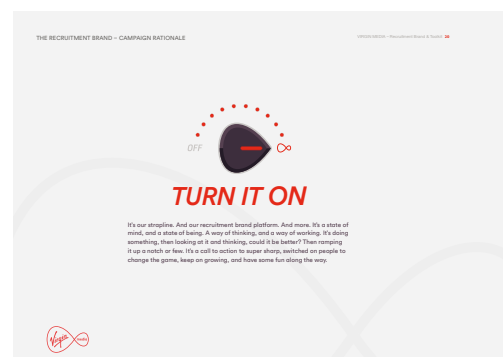
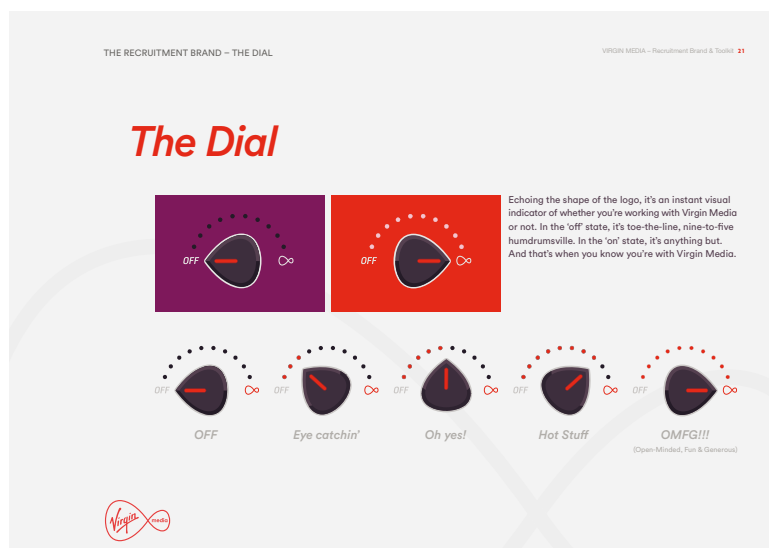
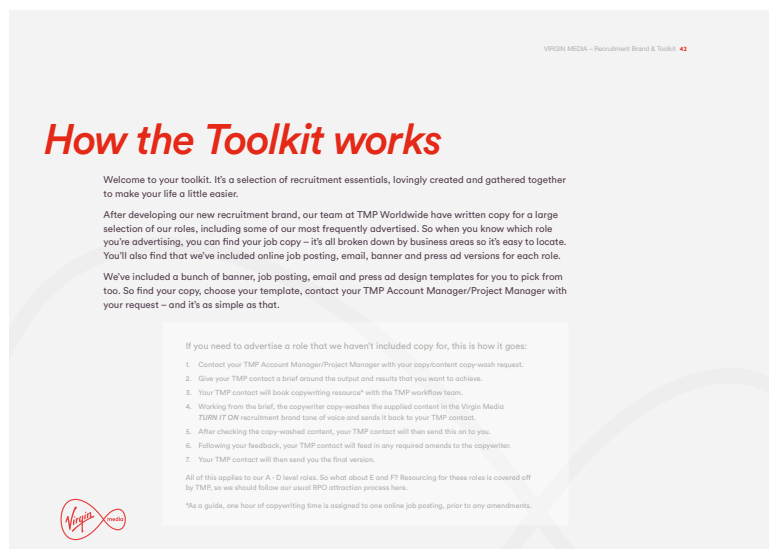
In an employer branding campaign, your employees functioning as brand ambassadors can provide that real-world proof. Changing algorithms on social media sites also make the voice of the employee louder than the voice of the brand. Facebook changed its algorithm in early 2018 to favor content from friends and family as part of the company's response to the platform being used to spread disinformation, according to *Wired*. This means that messaging from employees will reach more people than messaging from your brand, and you should match your strategy to this reality.

### **Recruitment Toolkits**

To make sure your brand ambassadors can share your message effectively, build a media toolkit that recruiters can use to find images, videos or even text they can copy and paste to share your message. This also ensures you have some control over what employees post and share so that it ties to a consistent message. This toolkit should include things like video, shareable social media images, guidelines, ideas, templates and even pieces of prewritten copy and design elements that employees can piece together. These pieces of media should be stored where employees can easily access them, but the storage method will depend on what technology your organization already has in place, such as an intranet or a platform like SharePoint.

The assets should be varied, using different messages to target the variety of audiences you've identified during the research and development stage. Using this library, recruiters and hiring managers can easily share high-quality, specific images, video or text with their networks, which improves efficiency and extends the reach of your brand.

For Virgin Media, we created a toolkit with more than 100 different pieces of media to make it fast and easy for recruiters to disseminate brand communications. To help tackle their challenge of attracting candidates for senior corporate roles, we produced online video content in an informal and unpolished style. It showcased a day in the life of an employee at different office locations and we made it available through the toolkit. After these videos were shared on social media by recruiters and other employees and on specialist job boards the number of days-to-offer decreased by 44% for management accountant roles and by 26% for analyst roles.



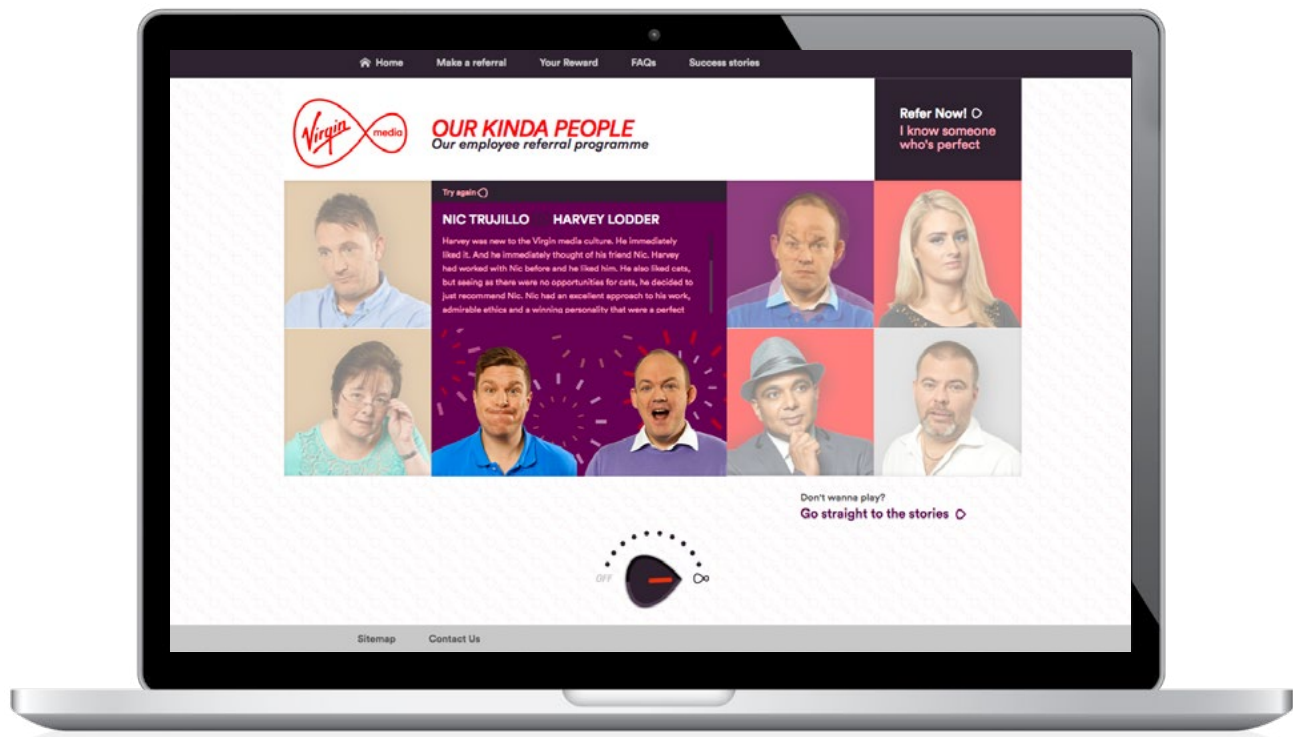
## Recruitment Toolkit

### Virgin Media

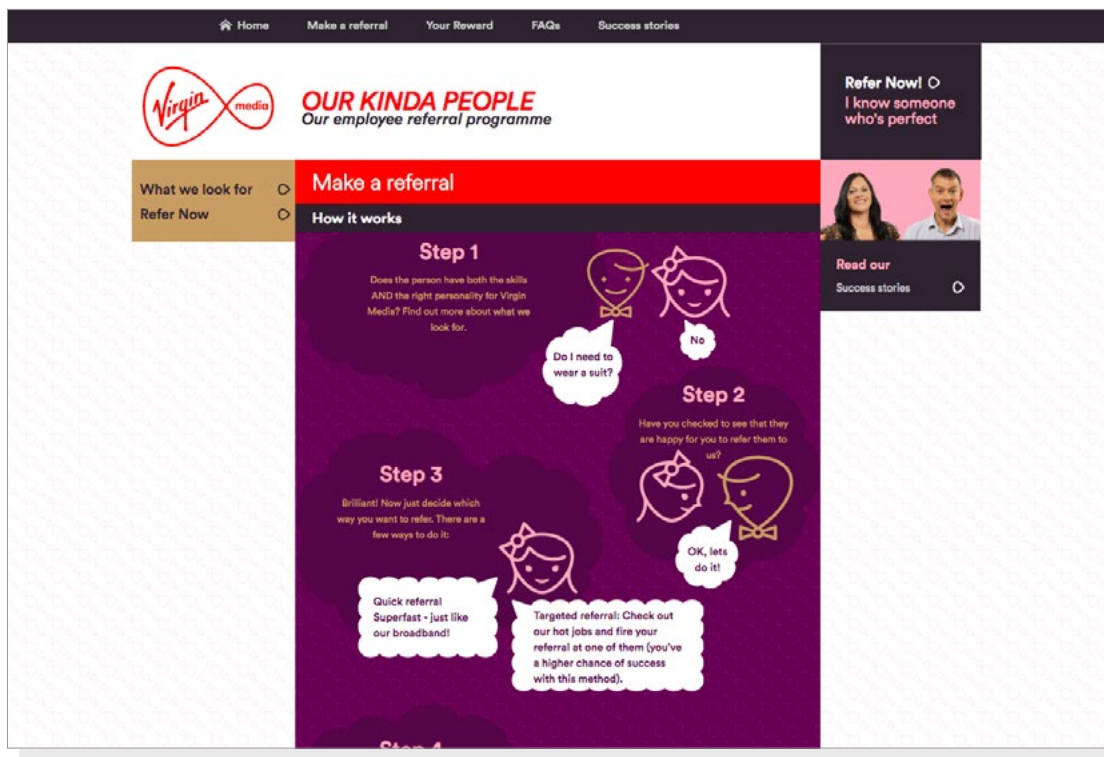
## Personalized Career Sites

A career site with personalized content will help reach the different types of candidates you want to attract to your organization. It is no longer enough to brand your career site with a one-size-fits-all approach. Certain candidates may be drawn in by the social purpose of your organization. Others may be looking for career advice. Your site should speak to all of them.

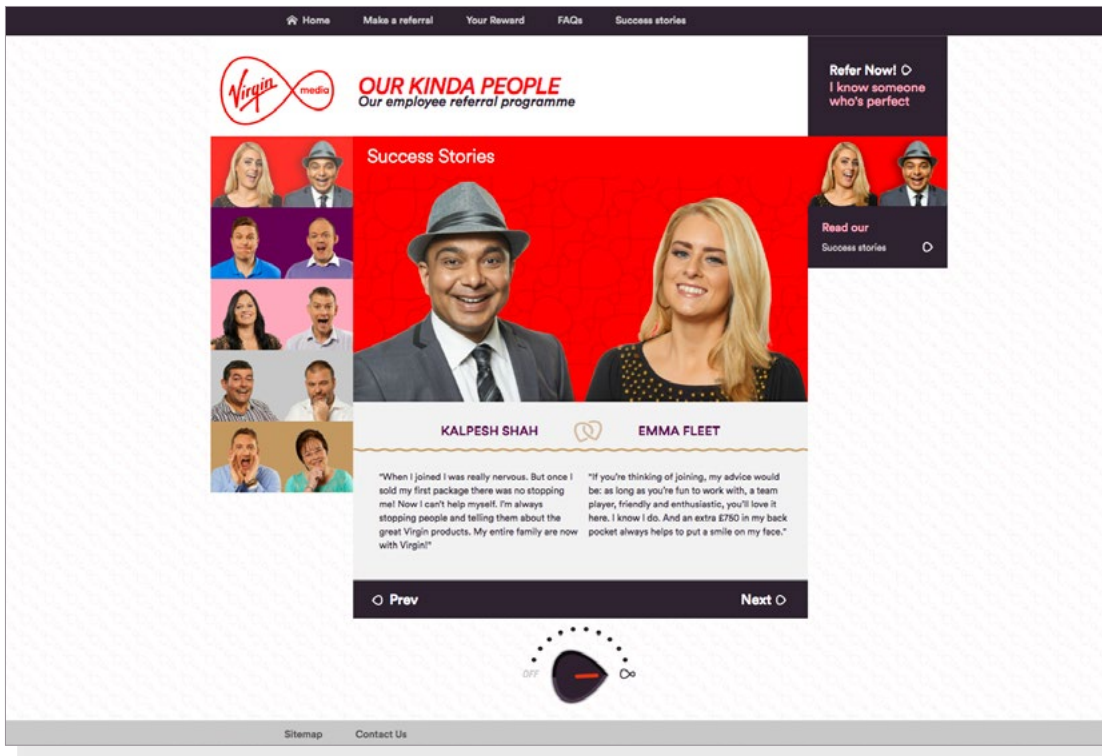
For Virgin Media, we created a clean, compelling recruitment brand destination that is easy to use. The careers site laid out the EVP through web copy, and the site also included personalized information for candidates for the wide variety of roles.



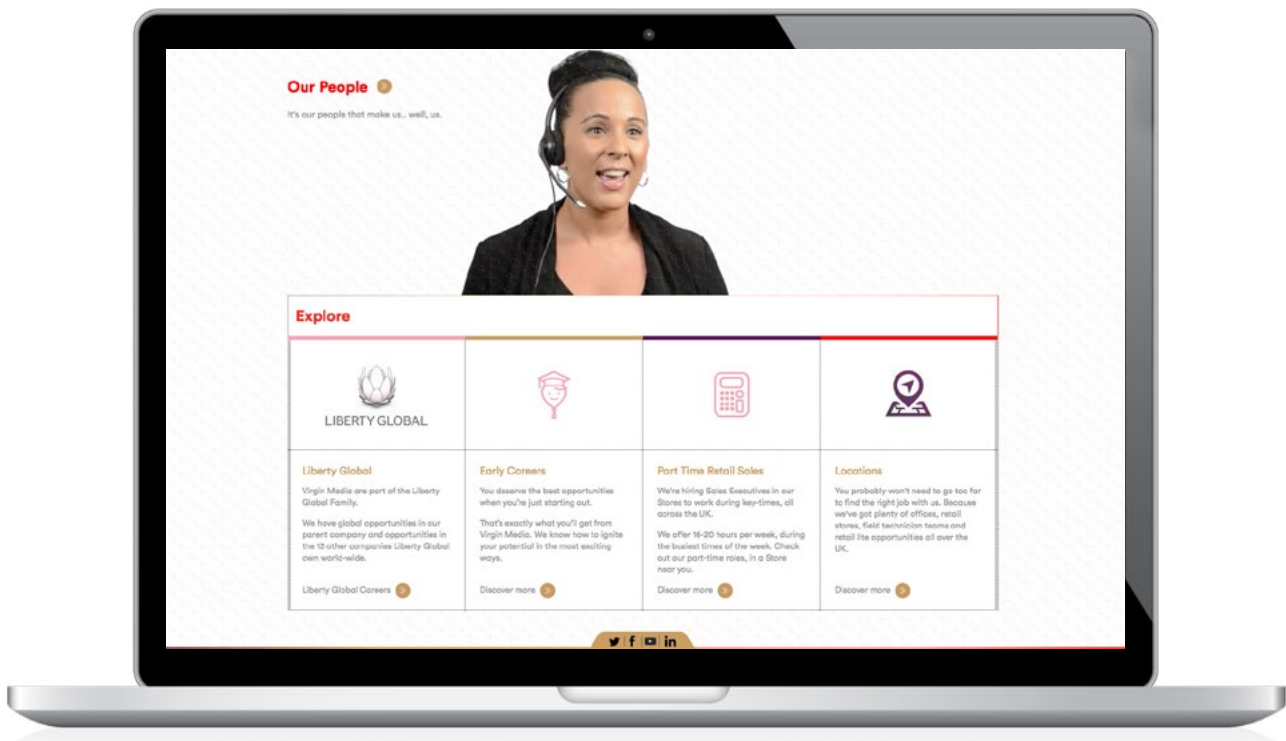
Employee Referral Program  
Virgin Media



Employee Referral Program  
Virgin Media

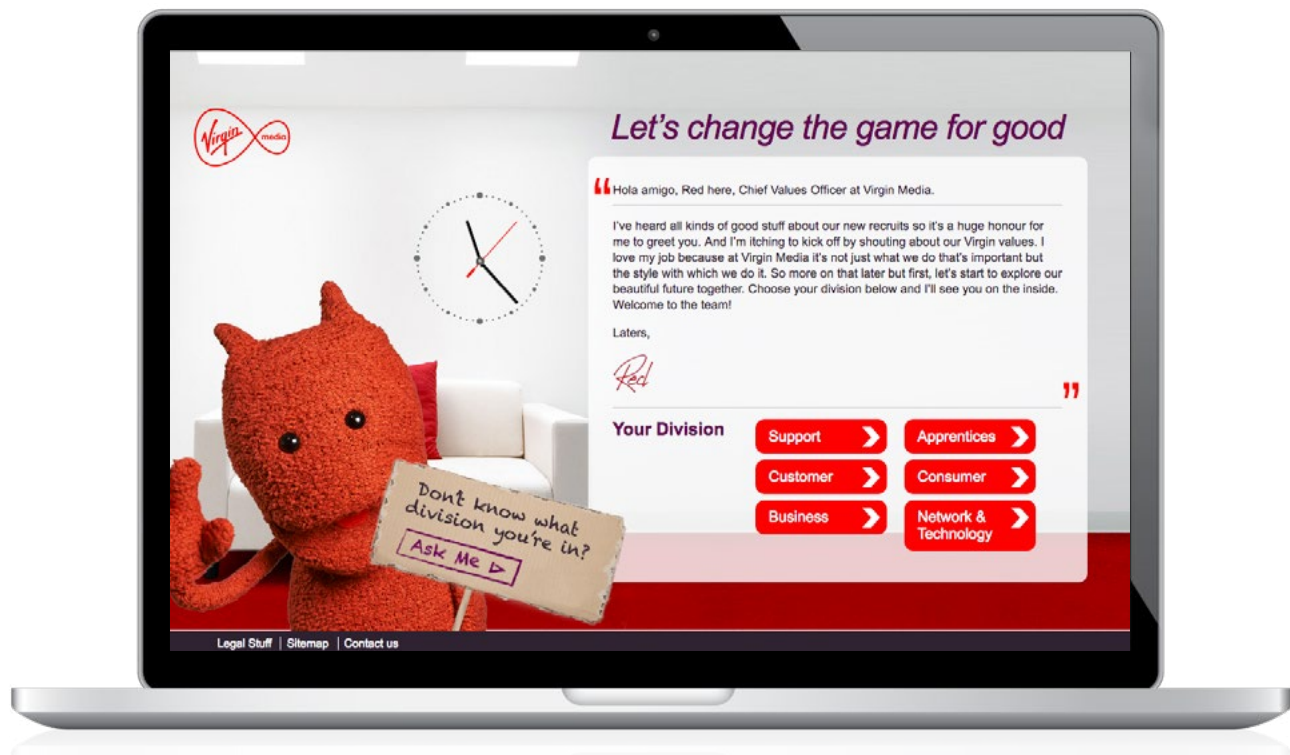


**Employee Referral Program**  
**Virgin Media**



**Career Website**  
**Virgin Media**





### Onboarding Website Virgin Media

To support the hiring of part-time retail employees, the career site heavily featured these roles – listing them as hot jobs on the home page. This strategy, combined with new imagery from the employer branding platform and promotion on social media and relevant job boards, increased applications for these roles by 107%.

### Onboarding

Your employer branding platform cannot simply end with the offer letter. Between being offered a job and joining the organization, you want these future employees to feel like they are part of something. An onboarding process that reflects your EVP will validate a new hire's choice and underscore the EVP communicated during the hiring process. Your onboarding process should bring the culture of your organization to life in a way that's tailored to each role.

We updated the internal onboarding site for Virgin Media with information about locations, benefits, the company's vision and values, frequently asked questions and information about the people they need to know and who they can go to for help. The new site saw double the average number of pages viewed per visit and people spent 2.5 times longer on the website.

### KEEPING IT DYNAMIC

After undertaking an internal and external launch, it can be daunting to keep an EVP dynamic so it changes as your organization evolves. However, if you create, launch and measure the success of your EVP with that in mind, the process will be much easier.

The majority of the data collected during the initial research stage is likely data you continuously monitor on your career site through

job applications, from new hires and through employee pulse surveys. With these sources of data, you can optimize hiring metrics through AB testing and tracking and refine your message as your organization evolves in the future. By testing, you can see what works. For example, you could experiment with different images or a message that emphasizes a certain aspect of your EVP and see if the right candidates respond.

If you created an EVP that is truly unique and authentic yet aspirational, the DNA at the core of your employer brand will remain true as you move forward. However, as you monitor success, data will show which messages are effective with each audience. Armed with that information, your employer brand should grow and flex as you face new challenges.

### FINDING AN EVP PARTNER

If your organization is looking to develop and launch a new EVP and employer brand platform, an outside partner is valuable because you are often too close to see your organization from a candidate's perspective. You may also lack the internal expertise and bandwidth. Here are three things to consider when looking for an EVP and employer brand partner:

1. Look for a partner that goes beyond an academic exercise of presenting data about “what people want” and instead takes a more bespoke approach to develop an EVP and platform that is fully tailored to you. Ask what that partner will do to get under the skin of your organization to define what is authentic for you.
2. Your talent advisory partner should be future-focused and understand the cultural, economic and geographic differences of the employees who work at your organization and the candidates you want to attract. Ask how they will be able to shift your communications and messaging to speak to different audiences.
3. Ask a potential partner how they translate the quantitative and qualitative data they collect into stories that will resonate with your audiences and stand out from the crowd.

### KEY TAKEAWAYS

- The launch and management of an EVP and employer branding platform are just as important as the research and development stages.
- A successful internal launch needs to be the first step so you can develop brand ambassadors.
- Your external launch should be a multifaceted, research-driven approach that speaks to your audiences through every step of their candidate journey.





# TALENT TRENDS

An organization's ability to recruit and attract great talent is shaped in part by external economic and workforce trends. These external trends inform HR leaders on how many candidates are available, what candidates expect from potential employers and where the labor market is headed in the future. Understanding the ebb and flow of talent and what's driving change is an essential piece of successful talent acquisition programs.

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# TALKING TALENT LEADERSHIP PROFILE

A Q&A with **JEN TORRES** of PeopleScout  
**Client Portfolio Leader, MSP**

By **NICOLE FUQUA**  
**Trend Writer**

*If you ask Jen Torres what sets her apart as a workforce management partner, she'll be clear with you. She's transparent. Having started in the industry as an IT recruiter and growing her career alongside the development of Managed Service Provider (MSP) programs, she knows what makes a successful working relationship and program – honesty and openness.*



*Jen joined PeopleScout in 2018, and she's bringing new ideas as our client portfolio leader for MSP. Throughout her career, Jen has crafted her own unique solutions to solve difficult problems, but she's also practical – not afraid to say when an idea won't work and then find a better solution. Now, as advances in technology and the growing popularity of total workforce solutions programs are poised to transform the industry, we sat down with Jen to get her candid take on the state of MSP.*

## WHAT ARE SOME OF THE BIGGEST DRIVERS YOU SEE FROM CLIENTS WHO ARE SEEKING MSP RIGHT NOW, AND WHAT ARE SOME OF THE BIGGEST CHALLENGES FOR ESTABLISHING AN MSP PROGRAM?

We are in a world today where there is a war for talent, and no matter how our clients engage with talent, each person matters. Clients need to be able to attract the best workers, so they are putting a more intentional focus toward attracting and engaging the best talent in the market regardless of labor type. For example, 78% of candidates in the contingent and SOW workforce have at least three or four offers to choose from at any given time. While this is a great environment for workers, clients are struggling with high voluntary turnover rates – upwards of 42% in some labor categories. To solve for this, organizations need to have an employer brand and offer that stands out from the crowd. This can be a confusing road to navigate without the right internal buy-in and the right partner to advise you.

## IF AN ORGANIZATION IS LOOKING AT AN MSP PROGRAM FOR THE FIRST TIME, WHAT SHOULD LEADERS BE CONSIDERING?

One of the key benefits of an MSP program – cost savings – can be realized quickly by creating standardization in your worker procurement process. A detailed and well-managed implementation process is also key to ensuring you have the right environment in place to promote sustainable growth and hard savings. The MSP provider should have a demonstrated track record of being able to put governance in place as an organization is moving toward a centralized model.

Leaders also need to look for providers that can bring the right technology – from a VMS and analytics perspective – and use it appropriately. Incorporating predictive analytics and other forms of data analytics into an MSP program can help organizations better understand the full picture of their contingent workforce and predict future needs.



### WHAT ABOUT A SECOND- OR THIRD-GENERATION MSP?

Usually, clients don't make a change unless the operational foundation with their incumbent provider is not working. That means that reporting analytics, process adoption, VMS administration – or a multitude of other things – could be improved. Typically, organizations that are in a second- or third- generation program are looking for a solid foundation that fills in the gaps where their current provider is lacking.

Thought leadership is also important in a second- or third- generation program. Leaders with mature programs should be looking for MSP providers that can provide insights on the competitive landscape and how can they elevate themselves to be a best-in-class employer.

### WHAT ABOUT AN ORGANIZATION WHERE LEADERS ARE THINKING ABOUT TRANSITIONING TO A TOTAL WORKFORCE SOLUTION?

I think the first question leaders need to answer is, "what is our core objective?" Is it attracting best-in-class candidates? Is it improving the internal process within their own organization? Is it that they want the ability to leverage talent more effectively? Is it that they want to make sure they have the right ecosystem to sustain growth? We come across a lot of different objectives when clients are exploring a total workforce solution. So, having a clear goal in the beginning is really important.

The other thing is that for an organization to really take on total workforce, leaders need to be ready for change. They will need to be able to unite the workforce management process enterprise-wide, and they need to have consensus across procurement and talent acquisition. It sounds foundational, but I think that's where many customers find it's challenging to transition to total workforce – because they haven't made some key decisions and established consensus internally.

Total workforce is an evolution, and there is still a lot of room for exploration. It isn't going to be something that happens quickly. Leaders should look for a talent partner with the experience and knowledge to explore total workforce solutions and get to a solution that's the right fit.

### HOW DOES TECHNOLOGY FIT IN?

First, an MSP program needs to have a VMS. That's still foundational. In my experience, analytics can be a bit of a soft spot. At PeopleScout, we have Affinix™ analytics. It provides a clear view of metrics across your MSP program – which is the lynchpin to solidifying an MSP or total workforce program.

Within the next five years, we're going to continue to see highly repeatable functions replaced by chatbots or robotics processing. It's really going to shift where the benefits of MSP services are. I think where an MSP's true value is, if you think about it from an MSP-client buyer perspective, is the right mix of technology and human touch.

### WHAT ARE YOU EXCITED ABOUT FOR THE FUTURE OF WORKFORCE MANAGEMENT?

I'm looking forward to the continued innovation, creativity and technology. As I reflect on the evolution of MSP, I think we have all the tenets in place, and we're at the precipice of what's next. It's been a slow process to get MSP programs to a high level of maturity, so I'm excited about how we can use technology to move forward and how we can use our innovation and creativity to make things more efficient. I can't wait to see where this conversation goes in the next year, three years and five years.



Listen to the companion podcast, "Getting the Most Out of MSP," at [peoplescout.com](https://peoplescout.com).

# WHAT'S NEXT: PRESCRIPTIVE ANALYTICS



By **MARGARET CALLARD**  
Product Marketing Leader

Imagine your day as a lead recruiter for a major retailer. You have delivered successful results, but sometimes you get bogged down with small details. By the end of this month, you need to fill 27 requisitions for store managers and customer service supervisors – a pretty normal workload that you're used to.

At 8 a.m., you look at a weekly dashboard report sent by your VP that describes how you are performing against monthly recruiting goals. You are doing well, but you have to turn it up a bit more. Ten of your requisitions are new, five are in the interview stage and eight are in the offer stage. You know how to manage this – you are a pro – but there is so much to do.

From 8:21 until 10:59 a.m., you respond to several calls, filter so many résumés you lose track, and perform a couple phone screens; it makes it hard to take a minute and plan with this type of pace.

By 3 p.m., the day has flown by and you need to spend time reviewing your activity log for the day. In an ideal world, you'd clear your plate of your morning tasks and instead spend time building candidate relationships. However, you remind yourself that this type of pace and workload is true for most recruiters.

At 4:30 p.m., you receive some predictions from your finance team about where you need to shift your focus. This will help you manage your time better, but to be honest, the data would have been more helpful if you had received it last month. You love reading the color-coded strike zone reports, though, and take note of how long it is taking to fill some of your harder-to-fill roles.

By 5:30 p.m., you leave feeling like you've done your best to tackle the day and made some real progress. You are putting out fires and making everything work, but what would be really helpful would be a prescription telling you what and where to attack each day to help you achieve even better results and be more efficient.

Maybe your prescription could look something like the following:



**Roles to fill:** Store Managers & Customer Service Supervisors

**Number of roles to fill:** 27

### RECRUITER RX

- Target candidates in 68007, 68010 and 68022 zip codes.
- Answer your candidate emails at 5:15 p.m. instead of 4:30 p.m. for better response rates and candidate engagement. Your recruiting team members are receiving better responses this way.
- The optimal candidate has at least an associate's degree to a bachelor's degree with one to three years of experience.
- Sourcing is best through local universities and Glassdoor.
- Candidates prefer Instagram to Facebook and are typically on the app from 7 to 10 p.m. local time. Spend money on digital at that time.
- Your requisitions should clear in 27.5 days. If they do not, something is wrong; please readjust your sourcing strategy.

## PRESCRIPTIVE ANALYTICS IS NEXT

In our story, the recruiter received several different types of information, but the amount of disparate data was still unhelpful in the recruiter's daily work. What our recruiter needed was some form of prescriptive analytics metrics to figure out where to focus their time.

What does prescriptive mean in the context of analytics? Prescriptive analytics solutions not only make predictions, but also aim to answer questions related to the decision-making process and explain why some action in the future will take place.

Prescriptive analytics solutions are only beginning to enter the mainstream world of talent acquisition. Rob Wells, managing director of Workday in Australia and New Zealand, said, "The most innovative companies are relying on analytics in their HR programs and those that are implementing prescriptive analytics will reap the biggest rewards."

Gartner predicts that the prescriptive analytics software market will reach \$1.1 billion by the end of 2019. *InformationWeek* lists resource optimization, broadly termed as matching resources such as people and goods with an organization's needs (for

example, talent acquisition), as a strong target for growth.

Prescriptive analytics is more easily understood in context with its relationship to descriptive and predictive analytics.

## PREDICTIVE VS. PRESCRIPTIVE ANALYTICS

While predictive and prescriptive analytics sound alike, prescriptive analytics is the more advanced solution of the two. Prescriptive analytics builds on predictive analytics forecasts and transitional analytics solutions, such as diagnostic analytics, to evolve toward overall better decisions.

Predictive analytics today is more widely deployed. Predictive analytics uses data to find patterns and then uses that information to make forecasts that can shorten the recruiting process and produce stronger hires. While predictive solutions produce forecasts based on existing data, prescriptive solutions answer problems. As Gartner states, companies should ask "What can we do to make \_\_\_\_\_ happen?" – prescriptive analytics helps answer that question.

## TALENT ANALYTICS ADOPTION: MOST, SOME, FEW

### Descriptive Analytics

- Receiving detailed data on past behavior is descriptive analytics. Most companies have this today.

Up to 90% of organizations use basic descriptive analytics. Descriptive analytics in talent acquisition looks at data related to candidate generation, like the volume of candidates, time-to-fill, cost of the candidate search and source-of-hire, for example.

### Predictive Analytics

- Reviewing predictions of what might happen is predictive analytics. Some companies have this today.

Giant retailers such as Amazon are known for their predictive analytics algorithms that manage data, inventory and customer needs. Some recruiters in talent acquisition also have begun to use predictive analytics tools. Predictive analytics throughout the sourcing process is also integrated into PeopleScout's proprietary talent technology, Affinix™.

### Prescriptive Analytics

- Knowing where to act and how to move in a specific way is prescriptive analytics. Few companies have this today.

For example, the healthcare industry has seen success using prescriptive analytics. One company implemented a prescriptive analytics solution that analyzed the number of obese patients and used their cholesterol and diabetes risk levels to customize specific treatments. While still new to talent acquisition, prescriptive analytics help predict what is needed by providing an actual prescription of how to alter behavior for better outcomes. Some applications of prescriptive analytics include finding new learning paths for employees or anticipating when a candidate might ghost an opportunity, and then providing a solution that may prevent it from happening.

## CHALLENGES

As prescriptive analytics models enter the talent acquisition world, what are some implementation challenges to keep in mind?

- Price. Right now, solutions are targeted and priced for larger organizations, according to SHRM.
- Talent. Many in-house analytics teams may not have enough people with the right skills to implement a prescriptive analytics solution. In fact, many organizations are still struggling with adopting predictive analytics.
- Organizational readiness. The right level of organizational maturity to implement a solution like prescriptive analytics is critical. Many organizations are still in the consideration stage for predictive analytics and are not ready for prescriptive analytics offerings.



## PREPARING YOUR PRESCRIPTION

How should you prepare for the use of prescriptive analytics? Regardless of your organization's readiness, keep the following planning tips in mind:

- Review your current analytics capabilities. Where is your organization in its analytics "journey"? Are you delivering complex or more simple descriptive analytics functions today?
- Evolve your analytics business case. What problems can you solve today? What would you like to solve in the future? What tools will help you meet different challenges?
- Assess potential vendors. Some vendors may say they are selling prescriptive analytics solutions when they are not. Terminology across AI, machine learning and different analytics tools is sometimes misused. Do your due diligence to find out if your vendor can deliver the results you need.

## KEY TAKEAWAYS

- Prescriptive analytics is the most advanced stage of business analytics currently available after descriptive and predictive analytics solutions.
- While prescriptive analytics may not be used widely in talent acquisition, the potential for this next-generation analytics offering is promising.
- To prepare for prescriptive analytics implementation, assess your company's existing analytics challenges and determine whether prospective vendors are prepared to help you with the analytics problems you want to solve.

Want to learn more? Talk to us about Affinix.



# ATTITUDE IS THE NEW EXPERIENCE



By **FRASER RIX**  
Senior Talent Manager

There have been numerous studies on turnover rates in multiple industries, and they all land on a similar conclusion: a high proportion of staff fail within the first 18 months of starting a new job. In fact, one study found that figure to be 46% of 20,000 new hires in America. When you look at the reasons why, 89% of those who failed did so due to cultural misalignment or attitudinal reasons, rather than technical capability.

To try and buck this trend, I'll share with you a few tips on why it's so important to attract and retain the right people, rather than the right skill set, and how you can adopt this approach in your organization.

First, you need to have a great culture, which is essential to keeping people in the building. Each company's culture and mission is unique, and you need to make sure you have values that you stand by. Secondly – and this is the main area that I'm going to focus on in this article – you need to have a recruitment strategy that is aimed at finding the right people for the organization rather than the right skill set at every opportunity, from graduate roles through senior management. With our client PHD Media Worldwide (PHD), we've focused on hiring people who align with their values of collaboration, courage and curiosity with conviction – and it's really, really helped!

"Hire for attitude, train for skills" is a phrase that every HR professional has uttered at least once or heard from colleagues. Unfortunately, only a small number of businesses apply it (like, actually apply it) to their recruitment strategy. While many job advertisements focus on the soft skills and cultural alignment piece, the interview process reverts to focusing purely on the hard skills and capability a candidate has from day one.

We work in an ever-changing industry with the constant emergence of new technologies and software, and an increasing shift in focus from traditional channels to more sophisticated digital channels. Change takes place now at a faster rate than ever before; what you knew yesterday might not necessarily prepare for you tomorrow. So, with that in mind, why do some businesses focus on purely trying to tick skills boxes? The candidate who feels fully aligned with the organization's strategy and beliefs and is a part of its continued success will be more motivated to learn the necessary skills for tomorrow than someone who only has today's skill set and not the buy-in.

Here is how we can go about finding those right candidates in various levels of the organization:

## **Graduate Roles:**

For so long, the media industry, for example, has only considered candidates from a media/advertising/marketing-related field and often opted for interns who gained first-hand experience working with their particular agency. When interviewing candidates with a specific



degree and asking them what they know about a media planning and buying agency, their knowledge levels are comparable with that of any other degree – very little!

A huge amount of the first 12 to 18 months in a media agency is about learning as much as possible. A very small amount of what you learned in university actually applies to what you are now working on in terms of real briefs with real, multi-million-dollar budgets attached. With that in mind, PHD has had a lot of success in opening up their doors to entry-level staff from any degree/non-degree background.

Zac and Tiffany, two great coordinators who joined PHD in the last 12 months, even wrote an article recently on how university prepares you for your first job in media. Throughout the article, it never mentions that it's the marketing theory they were taught in school or the principles of advertising that has helped them succeed. Instead, it's the focus on meeting deadlines, making quality presentations and working under pressure and as part of a team. These are the skills that you need to succeed in your first job, and when you couple them with the right attitude, you can learn almost anything relatively quickly.

#### **More Senior Roles:**

Believe it or not, it's those same soft skills that apply to the more senior roles that we look to fill. Let's face it – at one point or another, we have all had to “fake it 'til we make it” in our careers. A little white lie in an interview, a little oversell of our abilities and BANG, we've landed ourselves a gig without a clue of what we're actually going to do. When faced with this situation, those with a good attitude, flexibility and the ability to learn quickly will be able to adapt and succeed in their roles better than those without these critical skills.

Additionally, no one knows exactly what they are doing on day one. We all have our own systems, processes and ways of doing things. At PHD, they have a proprietary planning tool, SOURCE. Unless you have worked on it before, there is a learning curve for everyone to pick it up, and it's the pace and ability with which people pick it up that matters, as they would have zero experience in using it before. All companies have their own processes and tools, which they will expect you to learn over time.

Yes, you need to have a fundamental understanding of what you are talking about and the more senior the role, the more of an understanding we expect you to have. But, we want to talk to someone about their attitude toward certain situations, learn how they act when everything goes wrong (because it does sometimes), find out what they would do in the difficult times and learn how they bring a team along on the journey with them. Ultimately, someone who ticks the attitude box will get the job, and we will often wait until that person comes along, rather than simply fill a role with a candidate who doesn't fit.

### **So, What is Attitude?**

Attitude, for me, is a collection of soft skills that you can apply to every job. It's not necessarily something that someone has been taught (or could be taught). Rather it's more an approach to work, an approach to learning and the way someone conducts themselves personally and professionally.

### **What does one look for when gauging attitude?**

- People who look for solutions to problems rather than people who find problems without resolution.
- People who raise their hand rather than point their fingers.
- People who make mistakes and have a sense of humility, but, then focus on what they can do next time to improve.
- People who, when times get tough, dig in and rally everyone to achieve the same, rather than openly complain to others.

- People who genuinely love their job and are interested in joining the organization. This is half the battle: finding someone who wants to be on the same journey as you.
- People who genuinely seek development/career growth opportunities.

It's so easy to get bogged down by the immediate needs of our new hire, and we often do. It may be replacing someone who has left, or it might be a new role that has popped up because of workload increases. However, it works, nearly every time, to be cautious and focus on hiring the right person for the organization, because the longer-term effect of having the right person will really pay off and the struggle of having to dig a little harder to find them will soon be forgotten.

## **KEY TAKEAWAYS**

- Turnover rates in multiple industries show that a high proportion of staff fail within the first 18 months of starting a new job.
- To help buck this trend, it's important to have a recruitment strategy that is aimed at finding the right people for your organization rather than the right skill set.
- Attitude can be considered a collection of soft skills that you can apply to every job. It's not necessarily something that someone has been taught (or could be taught) but more an approach to work, an approach to learning and the way someone conducts themselves personally and professionally.

[Read the original article on adnews.au.](#)

# HOW GOOGLE JOBS IS TAKING ON TALENT ACQUISITION



By **MARGARET CALLARD**  
Product Marketing Leader

Google's first commercial for the 2019 Super Bowl showcased Translate, its language translation feature. Its second commercial of the night was also about the power of translation, only this time the focus was on helping veterans translate their military skills into civilian careers.

The aforementioned ad illustrates how Google for Jobs helps veterans and other U.S. service members quickly find civilian jobs by searching "jobs for veterans" on Google and then entering their military occupational specialty codes. Then, they are provided with search results for civilian jobs with similar skills to those used in their military roles. Now, a group of job seekers that had difficulty finding roles online can easily conduct a simple Google job search.

Launched in 2017, Google for Jobs, or Google Jobs, is a job search platform that goes well beyond simple search efforts by pulling relevant job-related data from multiple partners and company sites into one intelligent search function. In this article, we will walk through an explanation of what Google Jobs is, how it works, how it can affect talent acquisition and what to keep in mind before incorporating Google Jobs into your recruitment strategy.

## WHAT IS GOOGLE FOR JOBS?

Google Jobs connects interested job seekers with relevant positions from job boards and career websites around the world. Google allows users to filter job searches the same way you can search for anything else online, with criteria like location,

posting date, type of company, and more. It even includes pay estimates from several outside sources. With more than one-third of Google's monthly searches coming from job-related requests, Google Jobs helps bridge the gap between job seekers searching for career opportunities and employers looking to provide them.

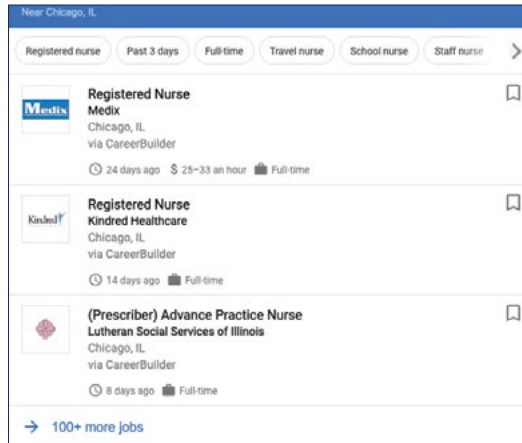
## HOW DOES GOOGLE JOBS WORK?

Google Jobs pulls job board listings from around the web into its platform through partnerships with LinkedIn, CareerBuilder, Facebook, Monster and others. Postings on a company's career site are also pulled into the Google Jobs engine. Initially launched in the United States, the platform is now available to millions of job seekers from North and South America, Latin America, Africa, Europe, Asia and the Middle East.

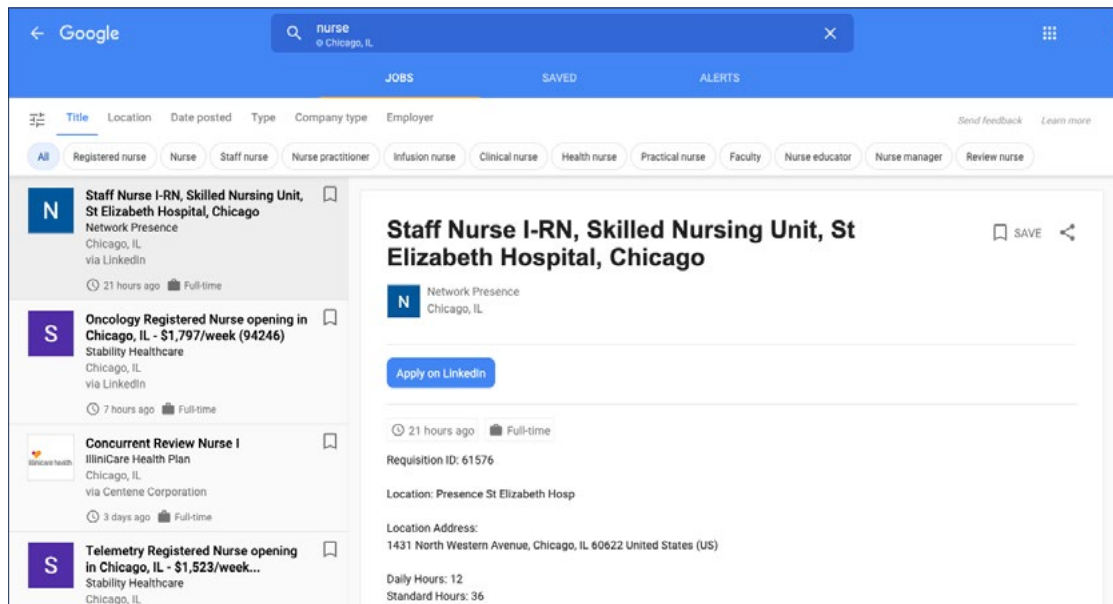
When a user searches for a job, Google serves up the most relevant job description, location, seniority, job types and salary content available courtesy of machine learning. Machine learning is a subset of AI that adjusts and learns without being explicitly programmed. Traditional Google search queries use algorithms to sort through hundreds of billions of web pages to find and present the most relevant, useful results to a user. Google Jobs' search mechanism operates similarly, except that its enhanced use of machine learning only retrieves results from job postings, which it lists at the top of a user's search results.

If you start by searching directly in Google for "jobs near me for 'nurses'" using Chicago as a location,

roles with a few local healthcare organizations, along with 100+ more jobs, appear. Additional filters also are available, such as jobs posted in the “past 3 days” or “full-time” jobs. Users can view these filters at the top of the screen.



If a user clicks to see additional jobs using the “100+ jobs” link at the bottom of the results page, this next screen appears:





**Users can then explore their Google Jobs search using the following features:**

- Jobs are displayed in the left column.
- Filters are available across the top of the screen, such as title, date posted and type of employer. For example, if you click on “title,” related titles appear, such as a surgical or clinical nurse.
- Pay comparisons are available at the bottom of the listing from other sources such as Glassdoor.
- Alerts are available for your job search in the lower, left-hand corner. You can turn alerts on or off with your Gmail account and save the search for future use.

**HOW DOES GOOGLE JOBS AFFECT TALENT ACQUISITION?**

Extending your recruiting strategy by integrating with Google Jobs benefits talent acquisition programs through increased reach, better candidate choice and reduced costs.

**Expanding Your Reach**

Google Jobs expands your pool of candidates by crawling millions of job listings across the internet and presenting jobs relevant to a user’s inquiry that may not appear during a traditional search.

So, once you’ve posted your open positions on job boards integrated with the Google Jobs platform – your reach is instantly amplified.

Google also provides developers and website owners access to the new jobs search feature where they can embed company logos, job seeker reviews, ratings and job details. This feature functions outside of organic and paid search on Google, so job postings are easier to find and more prominent than before.

And, for organizations with smaller recruiting teams, Google Jobs helps level the playing field by allowing their job postings to appear organically to the same candidates as those advertising on job boards.

**Filtering Out Unqualified Candidates**

When a job gets posted online, recruiters get inundated with qualified and unqualified candidates alike. Filtering through these résumés is time-consuming and reduces a recruiter’s ability to quickly identify quality job candidates.

With Google Jobs’ multiple filters, it is possible for recruiters to better target candidates and only receive the résumés that best align with specific roles.

For example, instead of receiving generic résumés for nurses, now it is possible to filter results so that recruiters only receive résumés from entry-level nurses with two years of experience in a hospital setting who live in Atlanta and expect to be paid \$35K-\$70K annually.



### Reducing Cost

Increasingly, the need to go to CareerBuilder, Glassdoor, LinkedIn and other sites to post your job listing is waning as Google Jobs principally provides the same service in a more cost-effective manner. The average cost of interviewing, scheduling and hiring a candidate is thousands of dollars; this cost could be reduced if recruiters worked with fewer third-party job boards and advertising partners.

### CONSIDERATIONS

Before your job postings begin appearing in millions of Google searches, here are a few tips to get started.

#### Optimize Your Job Listings

Keep your descriptions short and specific. Avoid any internal jargon that candidates would not search for or know. Study other ads in the market to make sure your job description is similar. Also, check to make sure your listing is consistent with your employer brand.

### Enhance SEO

Google Jobs is a powerful tool. However, to harness its full potential, make sure your job postings are optimized for search. This means making sure you are tagging the correct keywords, titles and other attributes.

#### Mobile-Ready

Make sure your listings are updated for mobile search, where 90% of job seekers now search first. You can use the quick test Google offers to check to see if your website is currently mobile-optimized as well.

### WHAT TO KEEP IN MIND?

#### Connect Your Job Listings

There are a few main paths to connect your listings with Google Jobs. If you post jobs directly through your website, you can connect directly with Google. However, this option requires some technical knowledge such as marking up jobs, crawling,

indexing, enriched search, APIs and structured data. This direct connection path can also come through your applicant tracking system (ATS) provider. Another option is to work through a third-party to manage your postings, for example LinkedIn.

### **Remove Old Listings**

Google may penalize your site if job postings that have been filled are still being displayed, so make sure you regularly remove old listings.

### **Understand Not Everyone Is Involved (Yet)**

Certain jobs may not be included in Google Jobs search results, as some job boards are not integrated into the platform. As of April 2019, job search giant Indeed had not yet partnered with Google Jobs, so any efforts talent acquisition groups have with Indeed remain separate for now.

## **CONCLUSION**

Working with Google Jobs benefits talent acquisition programs through increased reach, better candidate filtering and reduced costs. Before integrating Google Jobs into your TA strategy, organizations need to optimize their job postings. Companies need to understand the pros and cons of managing a Google Jobs program in-house versus working through an ATS provider or a third-party integrator. Most ATS providers are optimized for Google Jobs, but make sure to confirm with your vendor. Talent acquisition leaders can also consider using the ATS module within PeopleScout's proprietary talent technology platform, Affinix™. Google Jobs is available today through Affinix.

## **KEY TAKEAWAYS**

- Extending your recruiting strategy by integrating with Google Jobs benefits talent acquisition programs through increased reach, better candidate filtering and reduced costs.
- If you are integrating with Google Jobs, make sure your job listings are relevant for SEO purposes.
- When deciding how to work with Google Jobs, evaluate if you want to manage the more technical process yourself, work through your ATS provider or outsource through a third-party provider.







# EMPLOYMENT & ECONOMIC TRENDS

The following section takes a closer look at the influence labor and economic trends are having on talent acquisition and workforce management.

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A Q&A with Guy Bryant-Fenn of PeopleScout

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Global Economic Snapshot: April 2019



# TALKING TALENT LEADERSHIP PROFILE

A Q&A with **GUY BRYANT-FENN** of PeopleScout  
**APAC Managing Director**

By **NICOLE FUQUA**  
Trend Writer

*Guy Bryant-Fenn doesn't like to sit still. In the two decades he's worked in HR, he's grown from an IT search role to PeopleScout's APAC managing director, transplanting from London to Sydney along the way. This global experience has given him a future-focused point of view and humility – a value he says drives honesty, integrity, ambition and tenacity.*

*We spoke with Guy from PeopleScout's Sydney headquarters about the biggest issues in the Australia and New Zealand talent market and how they are shaping the talent acquisition industry. In our conversation, Guy shares how the lessons from innovation in APAC should influence leaders around the world.*



## WHAT ARE THE BIGGEST CHALLENGES FACING THE AUSTRALIA/NEW ZEALAND REGION IN TALENT ACQUISITION RIGHT NOW?

That's a great question. There are numerous challenges facing Australia, New Zealand and the broader APAC market in talent acquisition at present. First off is the availability of talent. It really is a compressed market here. We're seeing a lot of employment growth in the healthcare and social assistance market, construction, education and training, and professional. As we look forward to 2023, we're seeing projected growth of half a million jobs or more, and the challenge that lies within that is the availability of skilled labor to fulfill those roles.

## WHAT ARE SOME OF THE BIGGEST TRENDS THAT YOU'RE SEEING?

The biggest trends that I think we're seeing are a reaction to the availability of talent. So, we're seeing a high degree of recruitment solutions that are focusing on passive sourcing – not those active candidates in the market, but those left-handed astronauts out there that we need to tap on the

shoulder and attract into our clients' organizations. We're seeing a keen focus on market insights to provide the information of where that skilled labor is, who they are working for and how we can best attract them. That is done by a symbiotic relationship between people and technology, which means using advanced AI technology and attraction strategies that are enabling the people components to drive that passive sourcing.

Another big focus is diversity and inclusion. Organizations obviously see the benefit of diversity within their companies, and they want to ensure that they have a workforce that is reflective of the national demographic. So, they're trying to balance the lack of availability of talent within the market but also drive a more inclusive workforce.

The final piece for me is really a greater focus on attraction and assessment. Organizations are wanting to understand the perception of what they are saying to the market. How does their employer brand portray them as an organization? What are the values that they are speaking to within the market, and how do those values really flow through to how and who and what they are assessing within the recruitment process?

### IT SOUNDS LIKE IN DEALING WITH THESE CHALLENGES AND WORKING WITH THESE TRENDS, TECHNOLOGY PLAYS A SIGNIFICANT ROLE. SO, CAN YOU TELL ME A LITTLE BIT ABOUT THE ROLE THAT TECH HAS IN TRANSFORMING THE INDUSTRY AND TACKLING THE BIGGEST ISSUES YOU'RE SEEING NOW?

Tech is increasing in importance across the industry. We're seeing an emergence within the HR tech industry of technologies that sit across each element of the lifecycle. So, that includes workforce planning tools, AI passive sourcing tools, various different assessment tools from personality profiles to realistic job previews, situational judgment – and they go all the way through to onboarding and employment. The trick for us as a provider is to ensure that we are utilizing the best of those tools that will enable the recruitment process, but also drive automation and efficiencies that allow us to elevate our talent acquisition teams to act as more of a business partner or in an advisory capacity.

### WHAT ARE SOME LESSONS FROM AUSTRALIA/NEW ZEALAND THAT LEADERS IN OTHER MARKETS SHOULD BE PAYING ATTENTION TO AND LEARNING FROM?

I've lived and worked in Australia for eight years, having come from the EMEA market. What I continuously enjoy is the lateral thinking of talent acquisition leaders across Australia and New Zealand. We are not afraid to look at things through a different lens and take the best of the learnings from the Americas and EMEA and rightsize that for the Australia/New Zealand and broader APAC market.

We are also seeing a faster adoption and emergence of total workforce solutions, in which providers have a view of both permanent and contingent labor across their enterprise. That's partly because of lateral thinking, but it's also because we are smaller in scale and can be more agile, which allows us to innovate quickly.

### WHAT ARE YOU MOST EXCITED ABOUT FOR THE FUTURE OF TALENT ACQUISITION?

We touched on it in pockets throughout this conversation – the advancement of technology is an exciting component. I firmly believe that there will always be a human element in what we do, but how can we continue to create that symbiotic relationship between people and technology to really evolve and advance our solutions?

An example of that for me is evolving the planning element of what we do from a data and insights perspective. Right now, organizations are working on their resource forecasts driven by a demand plan. Where we will see this evolving is in true workforce planning – future-backed workforce planning, in which organizations will be able to predict the resources that they need, one, two, three years out. We will also see the emergence of workforce planning components flowing across the whole recruitment lifecycle, and it will enable us, as a business, to ensure that we are driving those passive candidate pipelines.

We are setting ourselves up across both our attraction and assessment strategies to really enable our clients' business objectives. We want to ensure that we are executing talent at a strategic level and acting as a true business enabler for our clients' organizations. What I'm most excited about is really the elevation of talent acquisition, and it can't happen quickly enough.



Listen to the companion podcast, "Applying Global Lessons in Talent Acquisition," at [peoplepscout.com](https://peoplepscout.com).

# RECRUITMENT FOR RETENTION



By **DAVID BAROL**

Research Director

“Where do you see yourself in five years?” It is perhaps the most time-worn question in a job interview. The candidate may answer that, if they are hired, they will be happily working in your organization. But the odds are against this ever happening. Why? Workers in the U.S. remain in one job for just 4.2 years on average, and in other leading economies, the average single job tenure can be similarly brief. In the UK, workers change jobs every five years, while in Australia, the national average job tenure is just three years and four months. In Canada, the average length is 8.5 years, but the averages vary widely depending on the industry.

For those hoping to attract and retain top talent, these figures can be familiar – and a cause for concern. When human resource professionals look inside their organizations and identify employees who have defied the statistical average, staying with the company far longer than five years and contributing significantly to its success, they wonder, “how do I get more of them?” With low unemployment making many job markets the most challenging in recent memory, there is genuine urgency not only to retain the best talent, but also to find a way to attract talent that will stay with an organization for the long term. In other words, there is a need to recruit to retain, but how?

## KNOW YOUR TALENT: WHY THEY LEAVE AND WHY THEY STAY AND THRIVE

Like many organizations, your company may already have an employee retention program in place. Enterprises are making considerable efforts to retain talent, and the processes they deploy to improve employee retention can also be incorporated into your recruitment process.

For example, it is relatively common to have exit interviews with departing workers to better understand why they are leaving the organization. When a sufficient number of exit interview results are available and evaluated, trends can emerge that can lead to actionable items to improve employee retention. Certain common traits or characteristics may also appear among those who voluntarily leave their jobs.

Less common, but potentially just as valuable, is the “stay interview.” These interviews with current employees allow them to express their concerns before they are in a position to leave, which can help leaders address issues and take steps to retain top talent.

And, just as exit interviews can bring into focus the characteristics of those who quit, the stay interview can help identify the traits of those who remain and thrive. Once a group of long-term, successful employees is identified, a stay interview can be designed for this group with the goal of identifying why they have remained with the company, what factors have contributed to their success and what characteristics many or most of them have in common. Identifying these characteristics in your candidate pool during the recruiting process could be an indicator of future success.

In today’s tight job market, if you are not working to identify candidates with the characteristics that have been proven to lead to long-term achievement in your company, your competitors probably are. SHRM reports “Many organizations are seeking more of a ‘whole person’ gauge of candidates, experts say, assessing not just skills or intellectual horsepower, but also personality traits, cultural fit and motivational drivers that can prove the



difference between candidates who thrive over the long run and those who quickly derail.”

### PREDICTIVE ANALYTICS: UNLOCKING THE KEY TO RECRUITMENT FOR RETENTION

Predictive analytics is a type of data analytics that uses data to find patterns. Then those models attempt to predict the future. Traditionally, HR analytics has been descriptive, analyzing employee data across different departments and demographics to identify historical patterns in key turnover and retention metrics. This data is then used to formulate talent retention programs. However, descriptive analytics is limited, and cannot predict future outcomes at an individual employee level.

Predictive analytics, however, can help predict the future by leveraging the data from descriptive analytics as inputs for predictive statistical modeling. Some of the most commonly used employee

information for turnover-focused predictive modeling include:

- Tenure or duration of employment
- Compensation level or ratio
- Date of, or time since, last promotion
- Percentage of most recent pay raise
- Job performance score
- Commute distance
- Job satisfaction score
- Number of previous positions held
- Years with current manager
- Engagement score

Organizations also use external data, such as labor market and economic trends, as causative variables while formulating predictive models for retention. HR teams and managers can use the findings from predictive modeling to better design timely interventions to help retain employees.

These data points alone may not provide insight into why a single employee joined your organization and why they left. But, if this information was aggregated for all of your employees, both past and present, there are a few insights that could be determined:

- Is there a correlation between how an employee is sourced and their tenure at the organization?
- Do employees who live far from the workplace quit sooner than those who do not?
- Are there previous industries that produce more long-term employees than others?

The information found in even one of these examples could be built into your recruitment strategy and have a meaningful impact on recruiting talent that will remain with your organization.

For example, a PeopleScout client uses data and predictive models to assess turnover trends. The client uses employee demographic information, such as age, tenure and their previous employer, to predict when an employee might resign based on historical trends and patterns of similar employees.

Equipped with this data, the client is better positioned to prevent valuable employees from resigning by taking preemptive actions during periods or junctures when the employee is most likely to resign.

## KEY TAKEAWAYS

- Effective employee retention begins with the recruitment process.
- Incorporate the tools and insight from your retention efforts into your recruitment program.
- Leverage the valuable data you have by using the right tool for predictive analytics.



# RETHINKING WORK: PROVIDING FLEXIBILITY IN THE WORKPLACE



By **HEATHER DELAND**  
Executive Creative Director

Checking the status of an important project while waiting to catch a flight. Replying to a coworker's email from the comfort of your favorite café. Shifting your hours to make time to take an aging parent to a doctor's visit. Each of these scenarios has one thing in common – they are made possible through flexibility in the workplace.

Flexible work arrangements are surging in popularity. In the U.S., 94% of employers provide some form of flexible work arrangement, according to a survey conducted by the International Foundation of Employee Benefit Plans. The Institute of Leadership and Management found that 94% of UK organizations offer staff some form of workforce flexibility and 73% of managers say their organization is largely supportive of it. A survey conducted by Regus revealed that 54% of global respondents now report that they work remotely 2.5 days per week or more.

You may be wondering, what's behind the surge in popularity for flexible workplaces? Well, the data speaks for itself. Global Workplace Analytics noted the following:

- AT&T found that its remote workers worked five more hours per week than its office workers.
- American Express' flexible workforce had a 43% higher productivity level than its traditional counterparts.

In this article, we'll cover what workplace flexibility means, why you should consider bringing more flexibility to your workplace and how you can best manage the challenges and opportunities presented by a flexible workforce.

## SO, WHAT DOES WORKPLACE FLEXIBILITY MEAN AND WHY SHOULD I CARE?

Workplace flexibility is an alternative to traditional workplace models that dictate when and where workers perform their work. Workplace flexibility permits employees to choose when, where and how they work.

Flexibility in the workplace shouldn't be seen as just a perk you offer to employees; it should be viewed as a critical part of your organization's talent acquisition strategy – and as a fundamental way to increase productivity.

## EMPLOYER BENEFITS IN A FLEXIBLE WORKPLACE

### A Broader Talent Pool

When your workplace culture allows talent to work from anywhere, your talent pool instantly becomes global. Your organization can source and recruit talent across the country or across the globe. With the rise of communication tools such as Skype and Slack, secure intranets and video conferencing, distance is becoming less of a hurdle to collaborating with talent globally.



### Improved Employer Branding

According to a study conducted by CareerArc, 96% of companies believe employer brand and reputation can positively or negatively impact revenue. Offering flexible workplace policies communicates to potential employees that your organization is committed to helping its employees achieve a better work-life balance, which, in turn, can help improve jobseekers' perception of you as an employer and positively impact your bottom line.

### Cost Savings

The most prosaic benefit to flexibility in the workplace is cost savings. Costs on business necessities such as office supplies, real estate and utilities are reduced when your organization provides employees the ability to work off-site.

## EMPLOYEE BENEFITS IN A FLEXIBLE WORKPLACE

### Meet Personal Obligations

Employees have a variety of personal obligations and family responsibilities. If you provide them with a flexible workplace, they can make that important parent-teacher conference during the day, go back to school or simply be home when the repair person comes to fix the dishwasher, all without having to neglect work in favor of personal responsibilities. If you trust people to get their work done in a way that works for them, that trust is usually rewarded.

### Employee Empowerment

Flexible workplaces can give employees an increased feeling of personal control over their schedule and work environment. By allowing employees to set their own style for delivery, you appeal to the entrepreneurial spirit — which can be good for your employees' sense of self-determination.

### Reduced Commuting Time and Costs

For some employees, commutes of more than an hour each way are not uncommon. If employees are allowed to work from home it can potentially save them 10 hours of time, untold money in fuel costs and wear and tear on the road – not to mention the effect on well-being.

## TYPES OF FLEXIBILITY IN THE WORKPLACE

### Job Sharing

In a job share arrangement, one role gains two brains – two people with passion and creativity who are committed to success.

There are a number of ways employees in a job-sharing arrangement can manage their responsibilities. Some employees sharing a role may segment the work by each taking responsibility for specific deliverables and tasks charged to them.

Others may split the same workload, with one employee working on projects and passing along their work to their job share partner while they are off the clock. The model you and your employees choose will depend on the nature of the work performed and what preferences and skills each employee possess.

At our PeopleScout EMEA headquarters in London, we had the luxury of employing two wonderfully talented women in our Head of Assessment role. This role wasn't initially designed to be a job share. However, after our incumbent in the role wanted to reduce her time in office after becoming a mom, another talented colleague stepped up to support the team.

As both women began building their families and took on the challenges of motherhood, their ability to provide 100% to the role was never compromised; when one needed to take a step back, the other was always there to pick up where she left off.

By providing the flexibility our employees needed to share this role, we retained two of our brightest minds. And, more important, we let our employees

know that you should never have to choose between being a parent and being a professional; you can do both equally well with the right support.

### Remote Work

Remote work is when an employee works primarily from home or an off-site location. A well-planned remote work program can help your organization increase overall productivity and promote greater job satisfaction among your teams. It may even help you in improving your employee retention efforts.

In our London office, we did not always see remote work as an employee perk; rather, we viewed it as a practical business decision to reduce office expenses. We began our intrepid adventure into remote work by hot-desking — the practice of multiple workers using a single work station — our client services team.

What began as a business experiment quickly paid unexpected dividends. When our client service team members didn't feel the need to stay affixed to their desks, something marvelous happened — they became more engaged with clients, which, in turn, brought in more business for PeopleScout.

We were not entirely sure what to expect when we initially opened up our organization to become more flexible. However, after witnessing the success of our remote work program, one thing was clear: flexibility was a business asset, not a hindrance to productivity.

### Flexible Scheduling

Flexible scheduling allows an employee to work hours that differ from the traditional company start and stop time.

According to data compiled by *The Economist*, working fewer hours correlates with higher levels of productivity. Nations like Greece average 2,000 work hours a year, while nations like Germany average around 1,400, but yield 70% more productivity at work. This suggests that fixed schedules and mandatory hours may not be the key to getting the most out of your employees.



Typically, a flexible schedule involves either a compressed work week or flexible starting and stopping times. In a compressed work week, the most common schedule is a four-day work week where employees work four 10-hour days. Variations on this schedule could include three 12-hour work days, and so on. This scheduling flexibility allows employees to have an additional day or two to relax, spend time with family and friends, or pursue activities and causes that interest them.

At our London offices, we encourage our colleagues to take full advantage of our flexible scheduling options. For example, we had a colleague who wanted to leave work an half-hour early once a week to attend choir practice. We not only supported them by allowing them to flex the hours, but we also couldn't help wondering if they'd like to invite their coworkers to the performance. As it turns out, they were happy to have some new people

for the audience, and many members of their team showed up to cheer them on.

By promoting and supporting our colleagues' interests and encouraging others to do the same, we are communicating that we see our workers as whole people and that their personal achievements are just as important to everyone at PeopleScout as their professional ones.

When your employees feel you appreciate them for more than what they can contribute to your bottom line, and that you appreciate what they contribute to their community as a whole, you help engender a familial office atmosphere where employees feel both empowered and respected.

## MANAGING FLEXIBILITY IN THE WORKPLACE

### Stay in Compliance

Before your organization begins offering your employees flexible work opportunities, you need to make sure your program won't become a legal headache. Issues to consider include workers' compensation and local/national overtime regulations, as well as matters of individual responsibility for company property used off-site. Your organization's legal counsel should review any flexible work program proposals to make sure you stay in compliance with your country's employment laws and the regions your organization operates in.

### Stay Connected

It is extremely important to stay connected with employees in flexible work arrangements. Make sure that your managers and in-office employees remember to include remote employees and support them to feel like they're part of the team. While conference calls and email chains are effective means of communicating with remote workers, nothing substitutes being in the same room. Leverage videoconferencing technology, such as Skype or FaceTime, to bring more of a face-to-face feel for remote employees in important meetings.

### Be Fair

A major key to managing a successful flexible workplace is ensuring that employees who opt for more traditional work arrangements are treated as equitably as their non-traditional coworkers. When you treat your employees fairly, they feel respected, cared for and may develop a stronger sense of trust in your organization. Make sure to monitor your flexible workplace policy and periodically tweak it to address new or unforeseen inconsistencies in the treatment of workers in traditional and non-traditional work arrangements.

## IN SUMMARY

To reap the benefits of flexibility in the workplace, you need to continuously evaluate your flexible work program and monitor which employees use it and how the program is being used. Take note of any challenges that participants and managers are experiencing.

Routinely speak with both participating employees and managers to see if your program is working as intended, how it can be improved and what their individual experiences are while using the program. Assess their satisfaction with the program and tweak it as necessary.

Remember, as employers, we hire whole people. We need to take them as a package: both the things that directly benefit our organizations and the things we may need to do to accommodate for them.

## KEY TAKEAWAYS

- For alternative work arrangements to succeed, your organization needs to create or foster a company-wide culture of flexibility. This entails buy-in from all stakeholders, trust in your employees, corporate transparency and the championing of individual responsibility for one's work.
- Emphasize to employees that the ability to use flexibility is a privilege — depending on the role — and they will be treated fairly.



# GLOBAL ECONOMIC SNAPSHOT: APRIL 2019



By **DAVID BAROL**  
Research Director

The strong job growth and tight labor markets that characterized most of the world's leading economies in 2018 continued in the first quarter of 2019. And, while the overall economic headlines have been positive, employers have been challenged by record-high job openings, rising wages and uncertainty over trade. For many economies, 2019 got off to a strong start, but the outlook for the remainder of the year is uncertain.

## LOW UNEMPLOYMENT: THE DIMINISHING AVAILABLE TALENT POOL

The United States ended the first quarter with an unemployment rate of just 3.8%. While the partial government shutdown may have impacted the negligible job growth in February, the economy still added an average of 180,000 jobs per month in the first quarter. This is robust job growth by any measure, but it is smaller than the 223,000 jobs created per month in 2018. These numbers suggest that job growth is still strong, but the pace of job creation is slowing.

U.S. employers posted nearly 7.6 million open jobs at the start of the year, a near-record high and a sign that businesses are continuing to compete for a diminishing pool of available talent. In March, it was estimated that there were about 1 million more open jobs than unemployed workers.

In contrast to its North American neighbor, Canada's employment situation was mixed. The first quarter ended with an unemployment rate of 5.8%. But, after two strong months of job gains, Canada lost jobs in March.

In Europe, many leading economies posted strong job gains and low unemployment. In the UK, the March Labour Market Report showed that a greater percentage of people in the UK were working than at any time since comparable records were kept. As a result, the unemployment rate in the UK plunged to 3.9%, the lowest rate since 1975. For other major European economies, the unemployment situation was mixed. The Eurozone's unemployment rate was 7.8%, slightly lower than at the end of 2018. France posted an unemployment rate of 8.8% during the quarter, while Germany recorded its unemployment at a very low rate of 3.3%.

In the Asia-Pacific region, unemployment continued to be negligible in the leading Asian economies. During the first quarter, China reported an unemployment rate of 3.8%, Japan was at 2.3%, Hong Kong at 2.8% and South Korea at 4.7%. India's unemployment rate of 6.7% was slightly higher than a year earlier.

Other APAC economies posted strong employment numbers. Australian unemployment fell to 4.9%, the lowest level in eight years, and New Zealand reported that the unemployment rate had risen to 4.3% in the final quarter of last year.



Low unemployment has led employers to compete for a diminishing pool of available talent, and has made it even more necessary to retain workers who may be lured by competitors offering higher wages and other incentives.

### WAGES RISING. BUT, INFLATION REMAINS LOW

The conventional wisdom holds that wages rise when the supply of workers is low. Yet, wage increases have grown very gradually even in economies with very low unemployment. One of the reasons for this is that inflation rates in many advanced economies are quite low, so even modest wage increases can have a positive impact on a household's ability to spend and save. In some economies, wages began to rise significantly in 2018 and continued in 2019. In the U.S., annual wage increases rose to 3.4% in February before contracting slightly to 3.2% in March. Coupled with an inflation rate of just 1.5%, wage increases in the U.S. are growing more than two times as much as the price of goods and services. In the UK, the annual wage increase of 3.4% was still well above the inflation rate of 1.9%

In two other major economies, the wage growth picture is not as positive. Canada was posting year-over-year wage growth of more than 3% in mid-2018. But, by March 2019, the



average year-over-year wage growth for permanent employees was just 2.3%. While Canada's inflation rate was 1.5%, the same as in the U.S., Canadian workers benefited less from their wage increases than their U.S. counterparts.

In Australia, wage growth was just 2.3% in 2018, and some estimate that Australians are experiencing their lowest increase in pay since World War II. With inflation running at 1.8%, workers are still coming out ahead, but not as much as in the U.S. or UK. The reasons for the difference in wage growth among these four Anglosphere economies are rooted in the structures of the individual economies. Slow wage growth has contributed to low inflation in each country. But, as wages rise, so does the possibility of an increase in inflation. If inflation increases, there would be an even greater incentive for workers to change jobs to increase their income and for employers to respond by offering higher wages.

## HIGH ANXIETY – TRADE AND JOBS

In North America, NAFTA, the agreement that has tied the economies of Canada, the United States and Mexico, was set to be replaced by the new USMCA treaty. The treaty was signed by the heads of all three countries late last year, but it has not yet been ratified by any of their respective legislatures. The uncertainty due to the lack of clear tariff regimes in the near future may cause considerable disruption in different sectors in each economy. In the U.S., manufacturing, a sector that may be most impacted by North American trade, lost jobs in March for the first time since 2017.

But, any concerns in North America pale in comparison to anxiety over Brexit. As of the time of publication, the UK is set to leave the European Union on October 31, 2019. There remains a possibility that the UK will exit the EU without any agreement and possibly experience economic chaos.

If and when Brexit occurs, it has already had an impact on the UK workforce, especially in the area of foreign workers. *The Guardian* reports:

“There were an estimated 2.33 million workers from the EU27 in the UK between October to December in 2017, but that figure dropped to 2.27 million a year later. A notable drop in workers from A8 countries, which joined the bloc in 2004 and include Poland and the Czech Republic, largely accounted for the decrease.

“It contrasted with an increase in the number of non-EU workers in the UK, rising from 1.16 million to 1.29 million in the same period. This was an increase of 130,000 compared with the equivalent period 12 months earlier, and the highest number since records began in 1997.”

Given the importance of workers from the EU in sectors such as healthcare, hospitality and meat-packing, a continued exodus of workers from the EU will have a major impact on key UK industries.

With so much concern about the economic future, why have the job numbers in the UK been so positive? While it may simply be a matter of filling the demand employers have for talent, *Bloomberg* suggests a more somber reason:

“One explanation for the resilience of the labor market is that firms are hiring workers rather than spending on capital equipment because employment decisions are easier to reverse in a downturn.”

In other words, newly hired workers are more expendable in an economic downturn than capital equipment, a sobering thought for both employers and workers during these uncertain times.

## KEY TAKEAWAYS

- The competition for talent remains fierce in most advanced economies. Enterprises that can successfully retain and attract talent have a distinct advantage in the current economy.
- Wage growth is accelerating in some economies and stalling in others. Employers need to understand wage pressures within their own industries and the economy as a whole.
- Brexit and other trade agreements have not yet adversely impacted the job market or the economic health of major economies. This situation can change rapidly if a development to current trade relations comes into effect.









PEOPLESCOUT NEXT | Q2 2019

# OUR CONTRIBUTORS

## MEET OUR CONTRIBUTORS



**Heather DeLand**  
Executive Creative Director

Heather is Executive Creative Director for PeopleScout's EMEA Talent Advisory Business. She has headed up multi-award-winning creative departments in both London and New York, and now looks after a broad team delivering creative, film, technology, media planning, social and project management specifically designed to take on talent challenges. She enjoys partnering with clients to make the most of a changing market, and is a regular public speaker for diversity and inclusion, as well as innovation. Heather mentors with global organization She Says, which encourages female creative talent to progress within the industry.



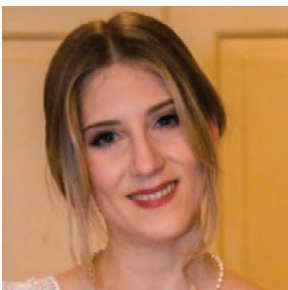
**Nicole Fuqua**  
Trend Writer

Nicole has been a part of the PeopleScout team since April 2017 as a content marketing coordinator in the Chicago headquarters. In addition to her contributions to PeopleScout NEXT, she also hosts the Talking Talent with PeopleScout podcast. Nicole comes to the talent acquisition industry after spending five years working as a journalist at television stations across the Midwest. She holds a master's degree in journalism from Northwestern University.



**Fiadhna McEvoy**  
Director of Assessment and Development

Fiadhna strives to create a talented team that can push boundaries and continuously grow and develop its assessment offering. Because she has a talented team, she can deliver the best talent for her clients – high-performing employees who are happy and engaged at work. Fiadhna is fascinated by what drives people to come to work and perform, be happy, and stick around. With the assessment team sitting at the heart of a much broader resourcing offer, she works alongside some amazingly talented creative and digital teams, and this allows her to blend the science that is so important to her, as a chartered occupational psychologist, with the art that allows a very different way of thinking about a problem.



**Victoria Officer**  
Senior Assessment and Development Consultant

Victoria works as a senior consultant on the assessment and development services team and is a qualified business psychologist. She is particularly passionate about innovating within the discipline of occupational psychology in order to blend rigorous science with the art of the possible — ensuring organizations get robust solutions with a positive candidate experience. As a manager, Victoria is very keen to instill a growth mindset in her team and to encourage creative thinking to identify new and exciting opportunities to help others.



**Fraser Rix**  
**Senior Talent Manager**

Fraser is a Senior Talent Manager for PeopleScout working on the Omnicom Media Group account in Australia. Based within PHD, Australia's fastest growing Media Network, he manages all external recruitment and is continually trying to find better ways of working within a tight market. He enjoys working with clients to solve interesting business challenges, over and above pure recruitment needs, and works closely with the leadership teams to achieve this. What's most important to Fraser is delivering the right outcomes and watching people who start with the business flourish and grow to be future stars.



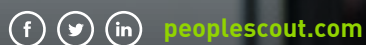
**Paula Simmons**  
**Strategic Planning Director**

As part of PeopleScout's talent advisory practice, Paula leads strategic planning, which is focused on connecting insight across skill sets, demographics and the employee lifecycle to employer brand and recruitment communications strategies. She is responsible for partnering with specialists across the business to shape client solutions that deliver the candidates that clients need to drive organizational performance. Paula joined PeopleScout through the acquisition of UK RPO, resourcing and employer branding company TMP Holdings Ltd. Previously, she worked in a range of corporate communications roles, both in-house and in agency.



**Simon Wright**  
**Managing Partner, Advisory Services**

Simon, Managing Partner, Advisory Services at PeopleScout, brings together PeopleScout's broad capabilities around employer branding, assessment, insight and diversity. Simon and his team design and execute strategies and programs that make a tangible contribution to improved organizational performance. Simon joined PeopleScout through the acquisition of TMP Holdings LTD, an independent UK RPO, resourcing and employer branding company. Prior to working with PeopleScout, Simon spent time in both agency and in-house roles in the UK and Australia spanning a variety of sectors.



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