

PEOPLES-COUT

NEXT

FROM ADVICE **TO**
ADVANTAGE



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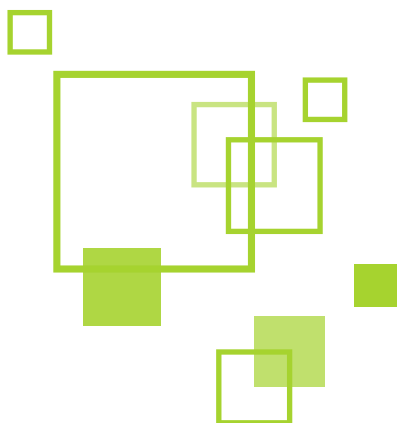
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WELCOME



As we enter the second half of 2021, many economies are rapidly recovering from pandemic lows and employers find themselves in the midst of the Great Rehire. But, with job openings at an all-time high, talent acquisition and workforce management leaders face the challenge of filling those open roles with a limited number of qualified candidates.

At PeopleScout, we are monitoring key trends emerging across RPO, MSP and Total Workforce as the industry shifts to keep up with these challenges. We are seeing a focus on flexibility, both for employers and candidates, as hybrid and project-based models take center stage. And, as organizations look to future-proof their workforces, the move to total talent has been accelerated, with technology solutions at the helm.

One of the biggest trends on all our minds is the increasing priority of diversity, equity and inclusion. Employers are seeking insight and expertise on process best practices, training and metrics to fulfill their DE&I goals.

This issue of NEXT dives into these topics and more to help leaders as they continue ramping up hiring in response to the pandemic recovery. We again present this issue in three sections: Now: Celebrating & Supporting a Diverse Workforce; New: Strategies for the Great Rehire; and Next: A Human-Centered Approach to Talent Acquisition.

As an organization, we are committed to promoting an equitable and inclusive environment for all. In honor of LGBTQ+ pride month, this issue opens with an important feature on LGBTQ+ diversity and inclusion in the workplace, providing a historical look at LGBTQ+ activism and victories in the fight for workplace equity and strategies to promote LGBTQ+ inclusion in the workplace.

Additionally, this issue highlights the importance of women in leadership – told through the voices of PeopleScout women across the organization.

As organizations struggle to fill open roles with the best talent, employer branding, candidate attraction and employee retention strategies have had to step up. Jose Carbia, Vice President of Talent Acquisition at Change Healthcare, joined us for a Talking Talent Leadership Profile and accompanying podcast where he discusses his latest project: improving candidate experience with a focus on communication.

This issue also includes Talking Talent Leadership Profiles from George Tate, PeopleScout's Senior Vice President of Business Development and Mark Jauregui, PeopleScout's Senior Vice President of Client Delivery. Mark and George joined PeopleScout earlier this year with strong track records of building winning teams, deep functional expertise and backgrounds in technology. In their profiles, they discuss what is top of mind for talent leaders during the Great Rehire.

This issue also features articles on how to improve retention and employee satisfaction with learning and development programs and how to build an employer value proposition that speaks to purpose, passion and a growth mindset.

Thank you for being a part of the PeopleScout community. Please feel free to contact me or your PeopleScout partner directly to share your feedback on this issue of NEXT, discuss how we can support you through the Great Rehire and beyond, or share anything else that may be on your mind.

From Now to Next,

A handwritten signature in black ink, appearing to read 'B Lacey', with a stylized flourish at the end.

Brannon Lacey
PeopleScout President

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



NOW

CELEBRATING & SUPPORTING A DIVERSE WORKFORCE

08 | Proud at Work: LGBTQ+ Diversity & Inclusion in the Workplace

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Increasing Gender Diversity

PROUD AT WORK: LGBTQ+ DIVERSITY & INCLUSION IN THE WORKPLACE



By **ERIC DYSON**
trend writer

The month of June was designated LGBTQ+ Pride Month in remembrance of the Stonewall Uprising that occurred on June 28, 1969, when LGBTQ+ patrons of New York City's Stonewall Inn clashed with police after the bar was raided. As people around the world commemorate this watershed moment for LGBTQ+ rights, it's important for employers to have a deep understanding of the history and effect of these events in order to support employees and candidates.

The year after the uprising, marches were organized in New York City, Los Angeles and Chicago to commemorate the events of Stonewall and advance LGBTQ+ civil rights. Today, across the globe, numerous memorials, events and pride parades happen all month long to recognize the influence, struggle and triumphs of the LGBTQ+ community.

The events of Stonewall and the activism it inspired in its wake have helped spread the importance of LGBTQ+ equality and inclusion. This is evidenced by the increasing acceptance of the LGBTQ+ community across all age groups, but especially among younger generations — including Millennials and Generation Z — who are taking up larger parts of the workforce each year. In fact, according to a study conducted by Ipsos Mori, only two-thirds of Gen Z identified as exclusively heterosexual with many choosing to reject labels around sexuality and gender.

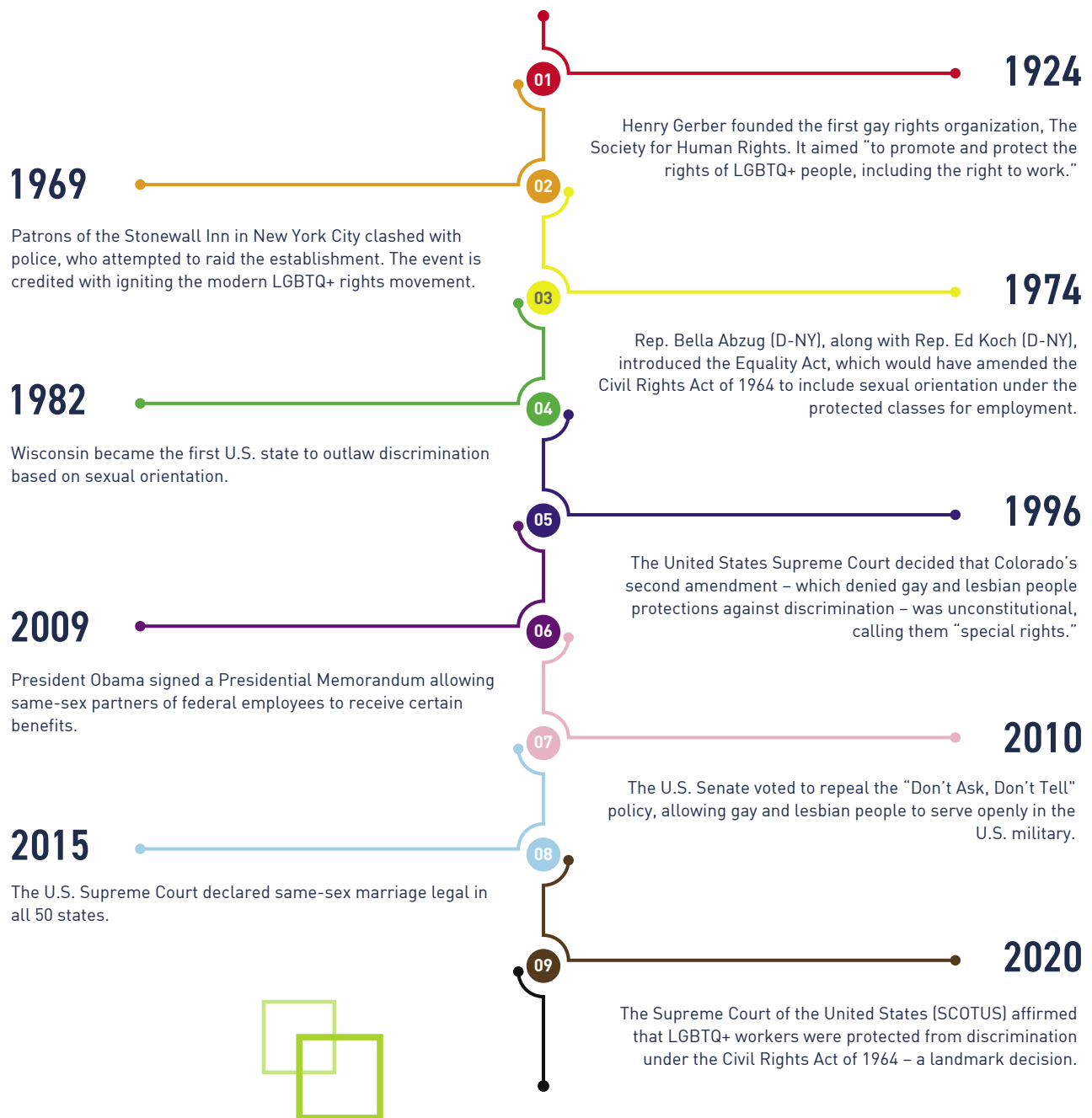
Consequently, organizations looking to recruit the next generation of top talent need to be inclusive of LGBTQ+ employees and job-seekers in their policies, workplace culture, and talent acquisition strategy. That's because, not only are LGBTQ+ people more likely to work for inclusive organizations, but so are their allies, 72% of whom said they were more likely to accept a job at an inclusive employer.

So, whether your organization is just beginning its diversity and inclusion journey or you're looking for additional strategies to improve your diversity program, it's always a good idea to brush up on the history, needs, and concerns of historically marginalized groups to better understand, engage and recruit in an increasingly diverse talent landscape.

Here, we provide a historical look at LGBTQ+ activism and its victories in the fight for workplace equity.

HEARTBREAKS & TRIUMPHS: MILESTONES IN THE FIGHT FOR LGBTQ+ EQUALITY IN THE WORKPLACE

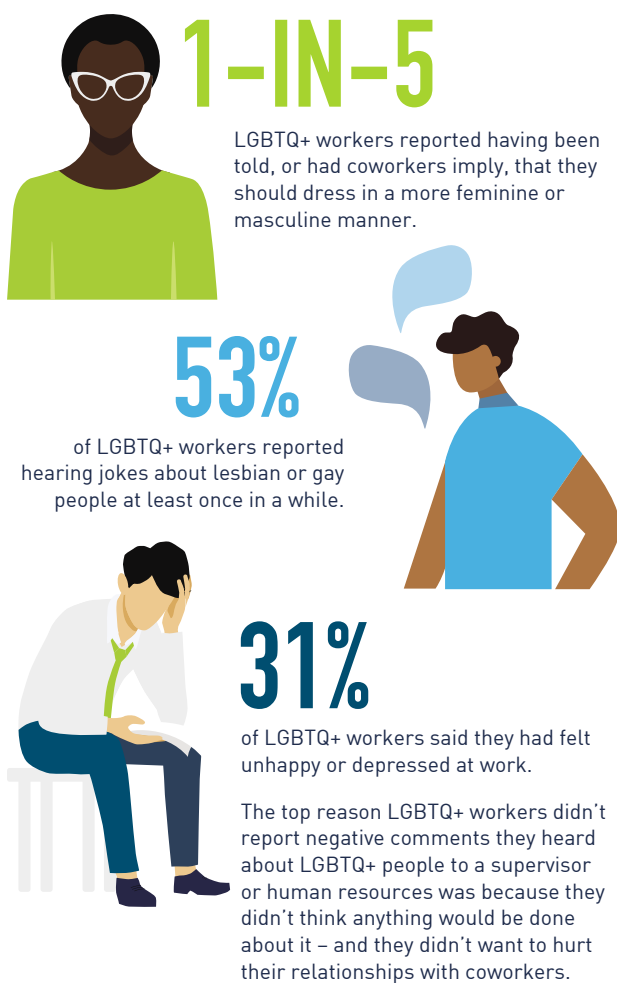
After the passage of the Civil Rights Act of 1964 in the United States, brave activists participated in a series of demonstrations for employment protections. At the same time, activists worldwide were also fighting for change, creating a global movement for LGBTQ+ rights. This timeline represents the struggles endured – and triumphs won – in the fight for LGBTQ+ workplace rights.



To engage a new generation of workers and clients – many of whom choose careers, products, and services based on businesses' diversity and inclusion practices – organizations must reexamine their workplace culture and policies. In the next section, we provide guidance and strategies to make your recruiting and talent management programs as inclusive as possible, as well as what steps you can take now to make your organization more inclusive for LGBTQ+ employees and candidates.

STRATEGIES TO PROMOTE INCLUSION OF LGBTQ+ PEOPLE IN THE WORKPLACE

While the June 2020 SCOTUS ruling represented major progress for LGBTQ+ civil rights in the U.S., there is still much work to be done to ensure every workplace has inclusive policies and practices in place. Specifically, the Human Rights Campaign's report, *A Workplace Divided: Understanding the Climate for LGBTQ Workers Nationwide*, found that:



Therefore, non-discrimination policies, benefits and other practices that include LGBTQ+ workers are essential for organizations as they compete for talent – now and in the future. Below are suggestions for how your organization can improve LGBTQ+ inclusion, as well as how to attract and engage candidates from the community.

Create a Formal Policy

If you want to display your commitment to LGBTQ+ workers, setting formal policies outlining your expected behaviors organization-wide is a good place to start. Not only is this important in terms of communicating your organization's support of LGBTQ+ employees and the community, but it also helps reduce compliance risks and costly discrimination litigation.

Specifically, the policies you put in place should support all employees' understanding of what type of behavior is inappropriate, while also clearly communicating that harassment and discrimination will not be tolerated in the workplace. In particular, your anti-discrimination and harassment policies should address sexual orientation, gender identity and gender expression as prohibited grounds of discrimination. You may also want to provide examples of what discrimination and harassment look like to further educate employees. Finally, be sure to check with your legal department before enacting formal policies to ensure you are in compliance.

Use Gender-Neutral Language

Likewise, using gender-neutral language when writing and speaking to employees and job candidates can go a long way in making members of the LGBTQ+ community feel visible and included. First, examine the language on your career site, in recruiting messaging, during interviews and in other internal policies to make sure the copy is not exclusionary. Furthermore, while reviewing your career site, consider all the ways that gendered language enforces stereotypes and erases the existence of genderqueer and gender non-binary people within organizations. For example, instead of using "he" or "he/she," it is acceptable – and, in some cases, preferred – to use "they" as a singular, gender-neutral pronoun. In fact, this is the practice of many major news and media outlets, such as The Washington Post.

Similarly, your organization should also review the language in your employee dress codes. For instance, instead of outlining appropriate workplace attire for men and women, you could simply state that all employees must dress to meet professional standards.

Reevaluate Your Benefits

Additionally, to ensure your benefits package meets the needs of LGBTQ+ employees, it's also important to understand their specific needs related to medical coverage, parental leave, bereavement and any other benefits you may offer. To that end, benefits that appeal to the needs of LGBTQ+ candidates are likely to attract more qualified candidates and help your employer brand stand out.

As an example, some organizations have progressive benefits packages that include coverage for drugs related to HIV/AIDs (including PrEP) and coverage for transition-related costs (including gender affirmation surgery.) Again, ensure you're using inclusive language and perform regular reviews to ensure your benefits package remains relevant to your LGBTQ+ employees.

Provide Training for Managers

Meanwhile, managers should also be invested in the care and wellbeing of those who work for them and are also responsible for ensuring their teams interact professionally and respectfully. Plus, managers are often the first point of contact for questions around health benefits, dress code, use of restrooms, etc. As such, it's important that they're able to answer questions confidently and respectfully – or know where to direct an employee if further support is needed.

Granted, some managers will defer any uncomfortable questions to HR for fear of saying the wrong thing. But, a manager who understands the organization's stance on these issues and is comfortable discussing it also sets the tone for inclusion in their department; training leads to confidence.

Support Employee Resource Groups

Employee Resource Groups (ERGs) are voluntary, employee-led groups made up of individuals who come together based on common interests, backgrounds, or demographic factors, such as gender, race or sexual orientation. ERGs provide safe places for people to meet, support each other and talk about issues related to the LGBTQ+ community in the workplace.

By supporting ERGs, you communicate to your workforce – and potential job candidates – that your organization supports the LGBTQ+ community. In turn, this can help boost retention and also improve your employer brand for job candidates researching your organization.

Support Gender Identity

Gender transition refers to the process that some trans people undergo to affirm their gender identity. For some people, their transition may include changing their name and how they dress. As outlined by both the Human Rights Campaign and The 519's Creating Authentic Spaces, gender transition guidelines ensure that there is an institutional protocol on how to support an employee who transitions.

However, there is no singular way for a person to transition; this is a personal process that is defined by the individual and, as such, it's integral that these guidelines and any formal documents communicate that. Therefore, transition guidelines should delineate the responsibilities and expectations of supervisors, colleagues and other staff, as well as clearly state that any employee who wishes to transition will be supported.

MARCHING TOWARD A BETTER TOMORROW TOGETHER

If your organization is looking to have more of an influence in the LGBTQ+ community, you're not alone. Many organizations have played an important role in the progress of LGBTQ+ rights by displaying public acts of support and becoming regular sponsors of annual pride events around the world. As a matter of fact, a record 206 major corporations signed an amicus brief in the spring advocating for the Supreme Court's June 2020 decision protecting LGBTQ+ individuals from workplace discrimination.

At the same time, many organizations are also increasingly making business-critical decisions about recruitment practices, employee resource groups, and employer branding that embrace and welcome the LGBTQ+ community. Next, we'll outline how your organization can better support LGBTQ+ employees and the communities they represent.



Supplier Diversity

While many organizations have a formal code of conduct for employees, fewer extend this code to their suppliers. Ensuring suppliers align with your organizational values around LGBTQ+ inclusion goes a long way toward supporting LGBTQ+ workers. For instance, consider where your organization orders office supplies, goes to for catering, hires for cleaning, etc. These are all examples of opportunities to support organizations that are committed to LGBTQ+ inclusion and diversity.

One of the best ways to get your organization in front of many diverse suppliers is through non-profit LGBTQ+ organizations that work to connect diverse suppliers with the corporations looking to do business with them.

The following organizations are a good place to begin:

-  Lesbians Who Tech
-  National LGBT Chamber of Commerce
-  StartOut
-  Reaching Out

Updating Recruiting & Hiring Practices for the Future

Building an inclusive organization starts with recruiting and hiring a diverse set of employees. Unfortunately, conscious or unconscious bias against LGBTQ+ applicants can prevent them from getting hired, and prior studies found evidence of bias against LGBTQ+ job applicants.

The selection process can also be full of challenges for an LGBTQ+ person. For example, studies using résumés indicating that they belong to gay

men, queer women and transgender applicants received fewer callbacks compared with résumés without any indication that the applicant was gay, queer or transgender, respectively. A similar study compared matched pairs of women – in which one woman in the pair was transgender – finding a net rate of discrimination of 42% against transgender applicants.

Clearly, qualified applicants should not have to hide their identity to get a job. Yet, one in 10 LGBTQ+ people reported removing items from their résumé to hide their sexual orientation or gender identity (SOGI) from employers. Alternatively, strategies like blind résumé screening – removing names, gender signifiers and affinity-group affiliations – can help reduce unconscious bias in hiring decisions.

In the meantime, start training recruiters and hiring managers on the many forms of unconscious bias that play out in the hiring process to ensure they're selecting the best person for the job – regardless of perceived differences. For instance, consider whether your recruiters know how to interact with references who might not be aware of a previous employee's gender transition (for example, a candidate's previous employer may have known them by a different name and as a different gender).

Along the same lines, also consider where your job postings are advertised and how they're written: Do they use gendered language? Are they reaching a diverse range of communities and people? Also, consider posting to job boards and relevant publications that are geared toward LGBTQ+ communities.

Intersectionality & Inclusion

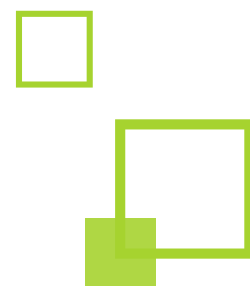
Many LGBTQ+ employees and job candidates are subject to discrimination based on their sexual orientation and other aspects of their identity. Furthermore, traits such as race, gender, religion and immigration status can also intersect, which may lead to the individual experiencing discrimination on multiple fronts.

Today, most diversity and inclusion efforts include equity as a dimension, which gives everyone equal opportunities to develop and considers their background and the unique challenges they face.

But, because the LGBTQ+ workforce is not a monolithic group with a single set of experiences and needs, avoid categorizing LGBTQ+ employees as a siloed group when crafting your diversity and inclusion strategies. Instead, if you want to build a truly effective diversity and inclusion strategy, start with a foundation grounded in intersectionality, which provides a lens to create and refine innovative and meaningful solutions that truly include everyone.

Moreover, to ensure no one is left out, analyze data on pay and employee engagement – separating out variables of race, gender, sexual orientation or physical ability – to get a better picture of intersectional challenges within your organization. While this approach may seem complex, it's necessary to improve inclusion. Also, note that intersectionality doesn't require creating countless subgroups for each possible intersection. Instead, diversity and inclusion leaders, as well as ERGs, should educate employees on intersectionality to help everyone understand all of the possible contextual life factors of their LGBTQ+ colleagues and the experiences that these unique identities create.

LGBTQ+ inclusion in the workplace is fundamentally the right thing to do, and making the business case can sway those on the fence about the importance of LGBTQ+ inclusion. But, ultimately, as talent professionals, providing a space for all employees to thrive and bring their authentic self to work is what's most important. As the march for equality continues, it's beneficial to use multiple strategies to achieve a world in which LGBTQ+ people are celebrated for their diversity and unique experiences.



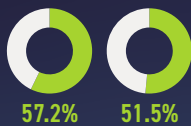
WOMEN IN LEADERSHIP: WHAT IT MEANS TO LEAD IN 2021



By JASMINE PATEL
trend writer

POWERFUL ADVANTAGES OF WOMEN IN LEADERSHIP

Globally, men continue to dominate senior leadership positions in the workforce, and in the U.S., there are still nearly 13 companies run by a man for every company run by a woman. Clearly, organizations are missing out on the powerful advantages of women in leadership roles, such as:



Better Problem-Solving

During the COVID-19 crisis, 57.2% of survey respondents said women ranked positively in overall leadership effectiveness ratings, compared to 51.5% for men, according to a report from Harvard Business Review.



Superior Soft Skills

Studies also show that women outperform men in 11 of 12 key emotional intelligence competencies, which the U.S. Department of Labor refers to as “even more important to work readiness” than technical – or hard – skills.



Greater Financial Gains

A study on female representation in top management found that companies that prioritized innovation saw greater financial gains when women were part of the top leadership ranks. Plus, companies in the top quartile for gender diversity were 15% more likely to outperform the competition, according to McKinsey & Co.



2.5X
HIGHER

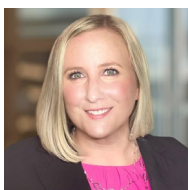
Women Empowering Women


Research from Harvard Business Review also found that women who “had a female- dominated inner circle of one to three women landed leadership positions that were 2.5 times higher in authority and pay than those of their female peers lacking this combination.”

We all know that the past year has been tough – especially for women in the workforce. In fact, job losses have disproportionately affected women, who also typically handle the lion's share of the work at home – which is multiplied once you add lockdowns and homeschooling into the mix. But, we also know that female leaders across the globe have a wealth of knowledge – lessons they've learned throughout their career and lessons they're learning now, as well as advice for other women in the workforce.

That's why we're sharing the stories, experiences and advice of our diverse group of female leaders at PeopleScout: We reached out to women from all around the world and at all levels of the company – from our rising leaders to our most senior executives – about what it means to be a woman in leadership in 2021, how they got to where they are, and how to create work environments where even more women can succeed. Here are some of their thoughtful insights.

WHAT DOES LEADERSHIP MEAN?



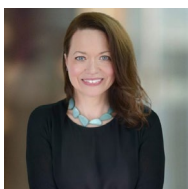
 Hear more from Andrea


"Leadership means flexibility and it means courage. A courageous leader knows when to step ahead and lead when no one else wants to, but they also know when to take a step back and encourage others to step forward and take over the lead. A resilient leader knows their own and their team's strengths and weaknesses and knows when and where to tap into those as a project or situation changes. They know how to get back up and keep driving forward even when things don't go as planned."

ANDREA BROGGER

chief people officer

📍 TRUEBLUE U.S.



 Hear more from Caroline

"Two key leadership practices that I find helpful are maintaining a long-term perspective and seeing the opportunity in obstacles. We all naturally have self-doubts, particularly at times of change or when taking on a high-profile, challenging project. I have found that when you remain mindful of your past successes and remember the obstacles that you have already overcome, you can own the grit, tenacity and power that you possess. Tapping into that power, believing in it, and remembering that you can face more than you may feel in the moment is empowering. And when you maintain that confident and positive outlook and raise your hand to take on more when faced with change or challenge, the biggest opportunities often come your way."

CAROLINE SABETTI

senior vice president, global marketing and communications

📍 PEOPLEREADY, PEOPLESCOUT U.S.

ANY GOOD LEADER IS A LIFELONG LEARNER TAKING IN EXPERIENCES, LEARNING FROM MISTAKES AND LISTENING TO MENTORS. SO, WHAT LESSONS SHAPE OUR LEADERS?



 Hear more from Allison

“One of the lessons that has helped me in my career I learned at a very young age. I remember whenever I would mention something about my sister or brother to my parents, they would say, ‘You should focus on yourself in terms of what you need to do and what your goals and objectives are and not worry about what everyone else is doing.’ That advice has served me well in my career and focusing on what meaningful ways I can personally contribute to our mission and objectives. Everyone has a unique offering they bring that can contribute to the mission and objectives we have as an organization.”

ALLISON BRIGDEN

interim head of business operations

📍 **PEOPLESCOUT, U.S.**



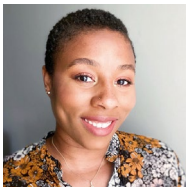
 Hear more from Sarah

“After 15 years, I’ve learned many lessons, but the most important to me is that opportunities don’t just happen; you need to create them. I’ve found that networking and building relationships before I needed them were so invaluable to my future opportunities. I also found that I wasn’t afraid to say when I didn’t know something. I was able to validate a time that would work for everyone to return an answer. This also tied back into an opportunity to leverage my network and relationships that I previously built and tap into their knowledge to help me solve what I was looking for.”

SARAH LUNDGREN

director of MSP

📍 **PEOPLESCOUT, AUSTRALIA**



 Hear more from Shannon

“One of the biggest lessons I’ve learned that has contributed to my success is a mindset of learning through obstacles. The hallmark of my career has been figuring out how to accomplish big goals with a very small team. It’s challenging. And, it really has resulted in so much confidence in my ability to grow. If I don’t know something, I learn it. If I don’t have someone to teach me, I find the right resources to teach myself.”

SHANNON BENNETT

digital marketing manager

📍 **PEOPLESCOUT, U.S.**



 Hear more
from Kate

“Don’t be afraid to lean into responsibility and take on tasks or projects that might challenge you, even if they may not fall into your official job description. We, as humans, learn and grow through problem-solving, so we’re able to enrich our skillsets and feel accomplished when we overcome obstacles. By raising your hand often, your colleagues and leaders will learn that they can count on you. And, when you follow through on your promises to them, they learn that they can trust you.”

KATE DENNIS

senior director, brand & creative

📍 PEOPLEREADY, PEOPLESCOUT & TRUEBLUE, U.S.

WHAT ADVICE DO YOU HAVE FOR THE NEXT GENERATION OF FEMALE LEADERS?



 Hear more
from Nutan


“There is no secret to success. It is sheer hard work and investment of the most valuable resource that you have: Your time. I believe moving out of your comfort zone and overcoming your fears by first accepting and then solving for them helps you stand strong and move forward in your career. Get real and acknowledge that you may not be able to do everything on your own. Build your tribe by staying connected with people across functions and teams.”

NUTAN PANDA

senior director, global support

📍 PEOPLESCOUT, INDIA



 Hear more
from Yenali

“The best advice I can give – that I’ve also received – is to be vocal and speak up. Constantly communicate which opportunities and projects you would like to be involved with. Remember, your leaders are not mind-readers, so you need to be very vocal about career goals and the support you need from them so they can help and guide you.”

YENALI BOBADILLA

scrum master/agile project manager

📍 PEOPLESCOUT, AUSTRALIA



 Hear more from Sarah

“I recommend finding either a mentor or a support structure, whether that’s within your family, with peers or even just friends you have in similar situations. Create a network where you can reach out; ask questions; get feedback and advice; and just talk through some of the issues that you might face being a leader or just being a woman in the workforce on a daily basis. This structure can be a place where you can communicate; talk about ideas and solutions; and get that reinforcement to help you be more confident in your day-to-day job and as a leader.”

SARAH CANDELARIO

senior director, marketing & communications

📍 PEOPLESCOUT, U.S.

WHETHER IT’S FAMILY, A MANAGER, A MENTOR OR A FRIEND, WE ALL HAVE AT LEAST ONE PERSON WHO HAS CONTRIBUTED TO OUR SUCCESS. WHO PROVIDES OUR FEMALE LEADERS WITH INSPIRATION?



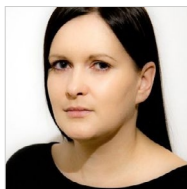
 Hear more from Aisling

“When I was approached about applying for the maternity cover of my manager, I felt a little anxious and hesitant about stepping into that role and what that would mean. A client partner in the organization who’d been there for about 20 years gave me a call [and] told it to me straight. She said, ‘If you don’t go for this, you’ll end up training your manager and knowing that you could have done it better. What do you want to do?’ Sometimes, you need those people to give you a nudge in the right direction and really lay it out for you [in] black and white.”

AISLING HOLLOWOOD

delivery director

📍 PEOPLESCOUT, UK



 Hear more from Kasia

“During my career with PeopleScout, I’ve had the pleasure to meet many inspiring women whose passion, work, and impact have encouraged me to follow my career path and become empowered in my everyday work. These are women working on different seniority levels, having different experience, and coming from different cultures and backgrounds. The trust and the support within our current team of women is extremely important and makes me strong and confident.”

KASIA FUCHS

business support manager

📍 POLAND

WE ALL HAVE A ROLE IN MAKING THE WORKPLACE A BETTER AND MORE EQUITABLE PLACE FOR WOMEN AND PEOPLE OF ALL BACKGROUNDS. SO, HOW DO WE DO THAT?



 Hear more from Rebbie

“I think we underestimate the empathy and the personal aspect that women bring to work. A lot of times, it’s looking to be a leader that listens and understands what’s going on from a work/life balance perspective. Yes, I want to hear about your successes at work, but I also want to get to know you and what drives you outside of work. I would also say empower. It’s fostering an environment and empowering women within the organization to feel comfortable, to be authentic and to speak up. It’s giving a safe space to be able to come to work and do that.”

REBBIE HOWELL

vice president, client delivery

📍 **PEOPLESCOUT, U.S.**



 Hear more from Anna

“One of the things we can do is being more thoughtful about the events we have and when they’re occurring. For example, with a team happy hour, one of the challenges is that evenings can be tough for women who have young kids. If you’re a leader thinking about setting up events to help build relationships, consider what might be possible during the workday to accommodate all team members. In addition, start paying attention to who is getting time to talk. The more we level the playing field and give everyone a voice, the better it is going to be for diverse perspectives to emerge.”

ANNA TURNER

vice president of product

📍 **PEOPLESCOUT, U.S.**



PEOPLESCOUT CASE STUDY WOMEN IN MANUFACTURING

Case Study: Women in Manufacturing Campaign

WOMEN IN MANUFACTURING

A PeopleScout manufacturing client operates in an industry that has historically been male dominated, but the client wants to change that perception. The manufacturer partnered with PeopleScout with the goal of increasing the number of female applicants and hires.

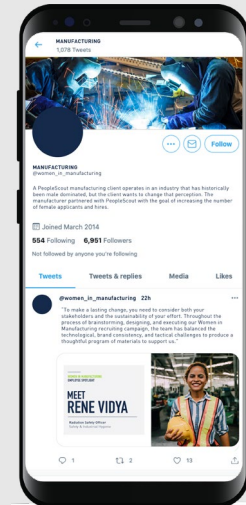
PeopleScout worked with the client to develop the Women in Manufacturing campaign. PeopleScout interviewed nearly 20 women who work in roles across the company and who love their jobs. Using this information, PeopleScout built out candidate personas to target women interested in the industry, and created a campaign featuring real women who work for the client.

Using Affinix™, we built a dedicated landing page and talent community for female candidates. On International Women's Day, the four-week campaign, Women in Manufacturing, launched to showcase the woman-friendly, inclusive culture at the company. The campaign features employee spotlights, videos and stories to showcase how women are integrated into the culture of the company and integral to the company's success.

PEOPLESOUT CASE STUDY WOMEN IN MANUFACTURING



The campaign features profiles of women who work in a range of manufacturing positions.



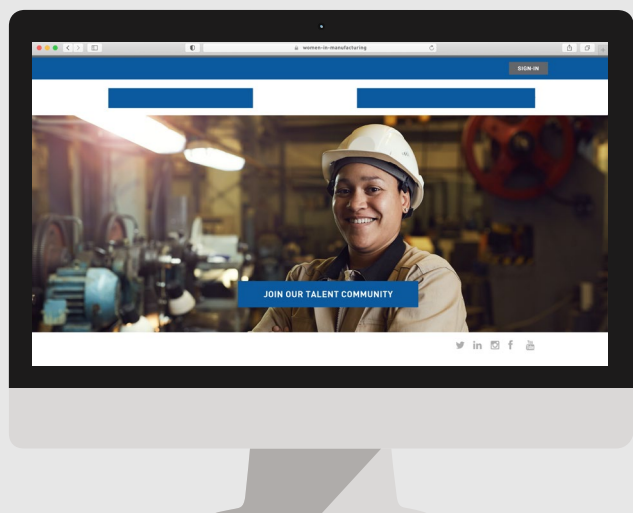
The campaign is featured on the company's social media accounts.



Employee profiles feature advice and insights for female job candidates.

“To make a lasting change, you need to consider both your stakeholders and the sustainability of your effort. Throughout the process of brainstorming, designing, and executing our Women in Manufacturing recruiting campaign, the team has balanced the technological, brand consistency, and tactical challenges to produce a thoughtful program of materials to support us. Through rapid, data-based decision making, they have quickly adapted to the fluid needs on an ongoing end-to-end recruiting campaign.”

MATT W.
Director – HR Strategy, Analytics, & Talent Acquisition



The customized, targeted landing page was created with Affinix.



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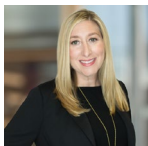
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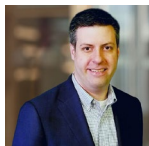
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Keeping Up With the Changing World

DATA & THE GREAT REHIRE: USING ANALYTICS TO POWER YOUR RECOVERY



By **ANNA TURNER**
vice president of product



By **CARTER MCHUGH**
vice president of technology

DO YOU KNOW IF YOUR TALENT ACQUISITION PROCESS IS EFFECTIVE?

This is a challenge for employers across industries. They want diverse and talented candidates who are excited and delighted with the recruitment process. Furthermore, they want those candidates to turn into high-performing hires who are set up for success.

But, what if there's a hold up in your process and candidates find another job while they wait on you? Or, what if one recruiter is so overburdened that they're running behind, while another has a ton of downtime? Or, what if candidates are so frustrated with your hiring process that they stop buying your products or using your services? Or, what if diverse candidates are applying, but not making it to the interview stage? Would you know if that's happening?

Using data to identify and solve these problems is more important now than ever. With the Great Rehire underway, there are more available jobs and more competition for talent. Add to that an expected increase in turnover as more than half of workers say they expect to look for a new job in 2021, and employers need to ensure that their recruitment process is functioning well.

In this article, we'll cover the most common challenges that you can identify and tackle using data.

APPLICANT TIMELINE: WHERE'S THE HOLD UP?

The applicant timeline is critical to the recruitment process. We know that candidates will drop off if an application takes too long to complete or

can't be completed on a mobile device. Similarly, if they have to wait weeks after applying to hear back about an interview, they may find and accept another job in the meantime. Therefore, the process should be fast and easy to ensure that you're not missing out on top talent.

Questions to ask yourself:

- How long do candidates spend in the recruitment process?
- Where are candidates being held up?
- Is your process efficient?

Data to gather:

- Length of time to complete your application
- How candidates process through your funnel
- Timeline to engage with candidates

CASE STUDY

SITUATION

A PeopleScout client knew it was losing a large portion of applicants because of its cumbersome application process.

SOLUTION

PeopleScout developed a shortened, mobile-first application with just 11 questions that takes less than eight minutes to complete.

RESULTS

The application conversion rate rose to 85%, whereas the rate for a traditional application is around 35%.

CANDIDATE FEEDBACK: ARE YOU ASKING?

Another key area of the recruitment process you can identify using data is related to candidate feedback. Granted, it is difficult – if not impossible – to understand whether you’re providing candidates with a good experience without asking them for feedback. However, that feedback can be used to identify pain points for candidates and make targeted, informed improvements to your process. Besides, even if you’re not gathering this feedback yourself, candidates will still share their opinions about your process – but they’ll do so on employer review sites like Glassdoor and Indeed.

And, while this may seem obvious, there is still a lot of room for growth. According to a PeopleScout and HRO Today survey, employers reported significant challenges in capturing candidate feedback. For example, in Europe, the Middle East and Africa (EMEA), 39% of employers identified “no formal way to capture candidate feedback” as one of their top candidate experience challenges. In fact, only 26% of survey respondents in EMEA reported that they always asked for candidate feedback, and 44% admitted that they never asked for feedback. Meanwhile, in North America, the numbers are only slightly better. In that survey, 31% of respondents rated “no way to capture candidate feedback” as a top challenge. And, while 32% said they never asked for feedback, only 21% claimed that they always did. Finally, in Asia-Pacific (APAC), 23% of respondents cited “no way to capture candidate feedback” as a top challenge. But, far more employers in the region actually reported that they already collected feedback. In the survey, 46% said they always did, while just 10% said they never did.

Questions to ask yourself:

- Is my process effectively attracting the best candidates?
- Are candidates dropping out because they’re frustrated with parts of my process?
- Am I learning more from my Glassdoor reviews than I am from my own process?

Data to gather:

- Your ratings on employer review sites
- What candidates are saying in your surveys
- Any comments that candidates are leaving

CASE STUDY

SITUATION

A PeopleScout telecommunications client wanted to improve the candidate experience because they knew unhappy candidates were turning off the company’s service, thereby affecting the bottom line.

SOLUTION

First, candidates were asked to take a simple survey about their experience. Then, PeopleScout analyzed negative responses to identify a lack of feedback to candidates as a consistent pain point.

RESULTS

By implementing a better process for providing candidates with feedback from recruiters and hiring managers, as well as making it easier for candidates to contact the recruiting team, the client’s Net Promoter Score increased by 60 points.

RECRUITERS, HIRING MANAGERS & THE WORKLOAD: IS IT EFFECTIVE?

As employers experience the increased hiring numbers and challenges of the Great Rehire, it’s critical to have a process that runs smoothly and is spread evenly among recruiters and hiring managers. For example, if one recruiter is overwhelmed with the number of positions they’re trying to fill while another lags behind, it not only creates frustration between recruiters, but also a poor experience for candidates and hiring managers. Furthermore, hiring surges often begin in unpredictable ways and, without a strong process to distribute work evenly, bottlenecks can occur.

Therefore, it's important for talent acquisition leaders to have a holistic view of the talent acquisition process to see how many requisitions each recruiter has, how those requisitions are aging and whether hiring managers are satisfied.

Questions to ask yourself:

- Are we distributing work in the most efficient way?
- How effective are our recruiter and hiring manager relationships?
- Are we optimizing hiring manager time?
- Are some recruiters swamped while others fill few roles?

Data to gather:

- Requisitions by recruiter
- Job openings by recruiter
- Hiring manager ratings of recruiters
- How requisitions are aging

CASE STUDY

SITUATION

A PeopleScout client was facing a 50% turnover rate at retail locations and lacked a uniform hiring process.

SOLUTION

PeopleScout created a standardized retail recruitment model and provided consistent OFCCP compliance and standardization. By placing recruiters in regions where the client needed to fill roles, retail recruiters and client area managers were able to develop better and more collaborative relationships.

RESULTS

The client's technician turnover rate improved by 5% and retail turnover improved by 6%. Hiring diversity also improved by a whopping 40%.

DIVERSITY, EQUITY & INCLUSION: ARE YOU MEETING YOUR GOALS?

Issues surrounding diversity, equity and inclusion are top concerns for employers around the world as they work to recognize and fix disparities in their hiring processes and work environments – and data is an important tool in determining the effectiveness of those efforts. Plus, unintentional biases can show up at different points in the recruitment process, so employers need to determine where the problems exist and whether efforts to improve the process are working.

Notably, an employer without a diverse slate of applicants will need a different solution than an employer that has diverse candidates fall out during the interview process. Specifically, does the employer need to work on its employer value proposition or recruitment marketing campaigns to get more diverse candidates to apply? Or, do recruiters and hiring managers need unconscious bias training to eliminate disparities in scoring candidates?

Questions to ask yourself:

- Are diverse candidates applying to my positions?
- If diverse candidates are not being hired, where are they dropping out of the process and why?
- Are there unintentional biases in my process?
- Do new hires feel as though my work environment is inclusive?

Data to gather:

- Candidate self-identification
- Candidate demographic breakdown through your recruiting funnel
- New hire demographic breakdown
- Trending trajectory
- Hiring manager and recruiter training and awareness
- Culture surveys from new hires



CASE STUDY

SITUATION

A PeopleScout manufacturing client in a male-dominated industry wanted to increase the number of women it hired.

SOLUTION

PeopleScout interviewed current female employees to build candidate personas and create a campaign to showcase the women in their workforce.

RESULTS

The campaign launched on International Women's Day in 2021 with a customized landing page for female candidates showcasing how they were critical to the company's success.

FOR A MORE IN-DEPTH LOOK AT THIS CASE STUDY, TURN TO PAGE 20.

FINDING THE RIGHT PARTNER & TECHNOLOGY

As employers take a data-driven approach to improving their recruitment process, it's essential to have the right technology and strong partnerships to make sense of that data. However, with the right technology, talent acquisition leaders can access easy insights and a single source of truth to drive effective decision-making.

To see how PeopleScout's Affinix™ Analytics technology manages this, watch a video demo [here](#).



TALKING TALENT LEADERSHIP PROFILE

A Q&A with **GEORGE TATE**
senior vice president of business development

By **NICOLE FUQUA**
senior editor

George Tate is interested in growth. Sometimes, it's on the big, company-wide scale; other times, it's growth on the smaller, more personal side, such as developing employees to lead in the business or drive success wherever they land.

That's good news, because as the senior vice president of business development at PeopleScout, he's about to lead a lot of growth as the Great Rehire kicks off and employers around the world start adding more workers to their ranks. We spoke to George from his home in Michigan to find out what he's hearing from talent leaders in 2021.



WE'RE IN THE MIDDLE OF A REALLY UNIQUE YEAR. WHAT ARE TALENT LEADERS LOOKING FOR RIGHT NOW?

I don't want to say that we're past COVID-19 because we're not. But, we are on the downswing when it comes to how severely COVID-19 is impacting businesses. What we're hearing from talent leaders is that teams are very lean and they need help. They need to hire people back into organizations and we need to help.

The challenges talent leaders are facing are no longer industry-specific. They are widespread. Right now, leaders are concerned that their organizations could experience revenue loss if they can't get workers in open roles. This is just the start of what we're going to see related to both challenges for employers and increasing job growth, especially as we move into 2022 and 2023 and these organizations continue to grow.

WHAT DO TALENT LEADERS WANT NEW TALENT PARTNERSHIPS TO LOOK LIKE?

The one thing I keep hearing is, "I need help." But, what that statement often means is, 'What do you have to offer? Because I don't know what questions to ask.' When COVID-19 hit last March, no one was prepared. Now, we're in the recovery and it's still hard to predict what things will look like. So, talent

leaders want a partner with the experience to guide them through this time and their specific needs – whether that's talent advisory, RPO, Recruiter On-Demand, Total Workforce or MSP.

Additionally, a lot of organizations have really lean internal talent acquisition teams at this point. They need a partner who can come in and handle the volume of hires they need to make right now and who can scale with them as volumes change and uncertainty continues. Talent advisory services are also becoming a bigger portion of partnerships, as employers need help building a strong employer brand or designing assessments to identify which candidates out of a mountain of applicants would make the best fit.

WHAT ARE THE BIGGEST CHALLENGES EMPLOYERS ARE FACING THIS YEAR?

I think it's three-pronged. One is around using technology to drive applications and attract the right talent. The second relates to employer branding and brand awareness. What does the job look like? Is it meaningful? Is it going to be impactful? The third is, as I mentioned before, managing the large candidate volumes to identify the best talent. I spoke with one leader recently who received 21,000 résumés off a single job posting.



That means that employers need to look for providers that: come in with the right technology to pair with what employers already have in-house; [have] a strong advisory background to help strengthen employer brands; build candidate personas and deploy effective recruitment marketing campaigns, and then [have] the recruiting expertise to identify and hire the best candidates quickly.

YOU MENTIONED TECHNOLOGY. MANY TALENT ACQUISITION LEADERS GOT A CRASH COURSE IN THE POWER OF TECHNOLOGY AT THE START OF THE PANDEMIC. ARE THOSE LESSONS CARRYING OVER?

Yes, and part of the reason for that is the staying power of remote work. Employers are now determining what part of their workforce will remain virtual. Some workers have struggled working at home and need to be in an office. Other positions will be more effective if that role remains virtual.

In the past year, employers have been able to build a virtual candidate experience using text or SMS

technology, virtual interviewing, and more. I think now we're seeing that employers want to expand and improve beyond that, especially into virtual onboarding. Some employers have developed ways to handle this at a smaller scale. Now, they need to put those lessons to the test at a larger scale.

WHAT ARE THE BIGGEST OPPORTUNITIES FOR EMPLOYERS MOVING FORWARD?

I think the biggest opportunities come when you're looking to 2022, 2023 and beyond. What are your three-, four- and five-year strategic plans? What does your talent acquisition team need to look like to accomplish that? Who is the right partner to help? Do you have the right technology in place to meet those goals?

We're all going to need answers to questions that we don't have yet, so the partnership piece is key. At PeopleScout, we're already hearing different challenges from all different types of organizations. We're finding solutions and then we're going to carry those ideas forward. That way, we can continue to set clients up for success when those challenges and opportunities come.

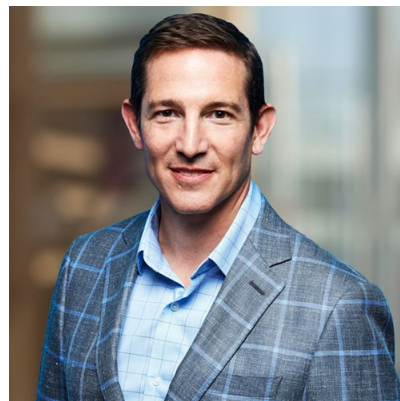
TALKING TALENT LEADERSHIP PROFILE

A Q&A with **MARK JAUREGUI**
senior vice president of client delivery

By **NICOLE FUQUA**
senior editor

If you ask Mark Jauregui to describe himself, the PeopleScout senior vice president of client delivery will tell you that he has Idaho roots, but a home in the San Francisco Bay Area; that he has his feet on the ground, but he's still a dreamer; that he started his career answering phones in technical support, and now, well – he does a lot of video conferences.

Then, he'll tell you that, at this point in his career, he's worked almost every job under the customer success umbrella, and he's here at PeopleScout now to serve his team and our clients. And even though that last bit might sound like a soundbite, it's 100% true. We talked to Mark from his home about how he sees success in an industry at a time when the only constant is change.



UP UNTIL THIS POINT, YOU'VE BUILT YOUR CAREER IN TECHNOLOGY AND SERVICES. WHAT OPPORTUNITIES DO YOU SEE IN TALENT ACQUISITION RIGHT NOW?

As a result of the COVID-19 pandemic, we've seen significant changes in the workforce, and now the Great Rehire is here. Going forward, work is going to look different, and HR is going to be a driving force in the recovery for so many organizations.

Working in the talent acquisition space, HR and talent leaders have the opportunity to contribute to getting people back to work and to shape the future of talent acquisition for our customers. Now that workers aren't necessarily constrained to a physical location, we can focus on how we get the right people into the right roles and the right jobs to be most effective, but also how to leverage HR to guide us through that process.

WHAT LESSONS FROM YOUR CAREER ARE YOU BRINGING TO PEOPLESCOUT?

I'm a customer success geek. I've seen, built and scaled a bunch of different business models, as well as services and support structures. One thing I've learned is the importance of having a strong culture. The quote that culture will eat strategy for breakfast – it's true.

We have to be all on the same page and building a culture of trust is really key to success.

But, I've also learned some lessons along the way. I don't have all the answers, and that's why we hire so many smart people and work with them to solve challenges. The people who are closest to a problem generally have the best answers, and so a decision-making framework needs to empower those teams to put solutions into action.

THE LINE BETWEEN SERVICES ORGANIZATIONS AND TECH COMPANIES IS GETTING BLURRIER. WHAT'S DRIVING THAT?

It's about efficiency. The old services model that's about people and relationships is important, but we can use technology to drive more efficiencies – especially at scale. You can't be just services or just technology in talent acquisition and HR. It's about the combination of the two.

I think wherever we can leverage technology to help our clients, that's where we need to be. Whether it's helping our clients make better decisions on candidates, how they fill roles or where they should be focusing their resources, technology can help us.

At the same time, human resources and talent acquisition is about people, right? You have



technology, but you need humans to make decisions. So, our people, their expertise, their ability to engage with talent leaders and address business challenges – that’s what makes us who we are. We are focused on helping our clients navigate the pandemic and post-pandemic waters. We are here to help in rebuilding and growing their businesses.

WE’RE IN THE MIDDLE OF SUCH A UNIQUE TIME. WHAT DOES A FULL-SERVICE SOLUTION LOOK LIKE IN 2021?

This isn’t something we’ve come across before; there are so many things coming together at the same time. We have to contend with vaccine distribution, dropping COVID-19 numbers, significant job growth, hybrid workforces, and changing candidate needs and expectations. We all need to think outside the box.

The Great Rehire is happening. There’s a list of things talent leaders need to keep in mind: What roles do we have open? What’s the available talent pool? How are we going to marry those together? What is the best next step for someone’s career? If you’re trying to manage this time with just people

or just technology, you’ll fall behind.

You have to have the right blend of people, technology and scalable processes to get this all done. There is a huge opportunity right now to look at your current processes, look at the talent landscape, and reimagine your talent acquisition function to better serve your business needs moving into the future.

WHAT CAN WE EXPECT IN THE COMING YEARS?

We have to get comfortable with the uncomfortable. Last year was unprecedented and certainly nothing any of us had ever lived through before. This year and next year will continue to bring new challenges, including some we may not be able to predict.

So, instead of resisting the changes that are coming, we all need to learn, rapidly adjust and embrace it. Get comfortable with change and fall in love with the problem. When you focus on the problem – instead of being set on the old solution or how you used to do things – we can have fun ‘solutioning’ together. As a strategic partner, we’re here to help figure some of these challenges out together with our clients.

REIMAGINING RECRUITMENT STRATEGIES FOR THE NEW WORLD OF WORK



By **ERIC DYSON**
trend writer

The global pandemic disrupted the world of talent acquisition: Sourcing, interviewing and onboarding went virtual; talent acquisition departments faced tough reductions in budget and personnel while being asked to do more with less. As a result, recruiting and hiring are the biggest concerns employers have for the coming year, according to a survey by XpertHr, as two-thirds of HR professionals expect it to be somewhat or very challenging in 2021.

Meanwhile, there are also plenty of other hurdles that can make it more difficult to find and attract talent right now. For instance, some fear exposure to COVID-19 – either from an on-site interview or in any role that requires them to leave their home. At the same time, others may be putting off their job search until the job market improves or are looking for better compensation in their next role.

So, how do you improve your talent acquisition process? Unfortunately, there's no "one size fits all" solution when it comes to tackling the challenges presented by the pandemic. Employers across different industries and geographies face different challenges, and the type of role also leads to varied challenges. However, in this article, we provide actionable ideas and strategies that you can implement now to help you improve your talent acquisition process.

BENEFITS & COMPENSATION

There's a lot of uncertainty in today's talent landscape, but for employers, one factor remains constant: Without competitive compensation and benefits, job-seekers will look elsewhere. This is especially important in traditionally lower-wage industries that include a lot of face time with customers, like leisure and hospitality.

For employers, the difficulty in filling those roles means the possibility of having to navigate the challenges of today's marketplace without key team members to rely on. Fortunately, that's a risk that can often be mitigated by offering compensation that aligns with – or even exceeds – the overall market rate. This trend is particularly present in the food and beverage and manufacturing industries.

In an article with Marketplace, Spiro Pappadopoulos, CEO of Schlow Restaurant Group, said, "There is a complete lack of applicants for jobs that we have open, and have had open for a considerable amount of time ... And, when we were faced with nobody wanting to come back to their job, we realized we had to do something to get more competitive."

To attract talent, the company raised hourly pay by around \$5 for entry-level jobs. It's also offering more benefits, flexible schedules and signing bonuses – and it's not alone.

The median hourly wage for non-medical essential jobs – such as grocery workers, delivery drivers and cleaners – has already risen nearly 2%. Starbucks, for example, issued a temporary pay bump of \$3 more per hour for some workers. Similarly, grocery chain Kroger recently offered one-time bonuses of \$400 for full-time workers and \$200 for part-time workers.



Along with providing an extra incentive for people to apply, offering a pay raise or bonus can also show candidates that your company puts its employees first – which can help build a positive workplace culture. What’s more, some local governments have also introduced legislation that would require employers to provide hazard pay to essential workers, while others created funds to help eligible employers offer hazard pay for workers in “life-sustaining” fields, like healthcare or food manufacturing. In the United States, the CARES Act also offered qualified employers “emergency retention credits” of up to \$10,000 per employee to help businesses retain their most vital workers.

There’s no doubt that these measures were well-deserved and vital for talent attraction and retention, and each of these factors may influence current pay rates in your local market.



EARLY RETIREMENT & ENGAGING THE NEXT GENERATION OF TALENT

The health risks presented by the pandemic have been clear, and the elderly are among the most susceptible to negative health outcomes. As a result, some workers are taking early retirement. In fact, in the New York City metropolitan area alone, 300,000 people expect to apply for Social Security, according to the United States Census Bureau.

Furthermore, many retirees work part-time jobs in retail, hospitality and other public-facing industries hit hard by the pandemic. And, as you might expect, these workers are less likely to return to these jobs as the health risks may outweigh the benefits of returning. Unfortunately, the shock of losing so many valuable and experienced workers only exacerbates recruiting challenges for employers. To help fill the gaps, employers' recruitment strategies should focus on the next generation of leaders and talent entering the workforce.

To that end, Millennials will soon make up the majority of the global workforce and many are mid-career experienced professionals ready for leadership. On the other hand, Generation Z is just entering the workforce. Of course, all generations express different working styles and preferences, and these generations are no different. So, it's worth bearing in mind what the next generations at your workplace want from their employers.

Top Employer Requirements for Millennial & Generation Z:

Job-seekers in these generations expect:

- Regular meetings with managers; in fact, employees who have such meetings are three times as likely to be engaged workers
- Ethical company behavior in all of its activities
- The company to have an ambition and purpose beyond simply making money
- A diverse senior management team
- Flexible working options
- A high-trust culture
- A great company culture and workplace environment
- To be treated as individuals, not as a number on the payroll

SCREEN CANDIDATES IN, NOT OUT

In the current talent landscape, your organization can't afford to screen out candidates solely based on experience or because they lack all of the desired hard skills. This is particularly true for niche and highly specialized roles in which workers were more likely to remain in their jobs through the pandemic. For these types of positions, many employers now struggle to find qualified candidates.

To compete, employers should look for candidates with transferrable skills. This means that, rather than assessing candidates for potential and dismissing those who don't have the requisite experience and hard skills that you may require, employers should look for job candidates who have key soft skills. These are the types of skills that may not always come naturally to some candidates, but that are valuable in the workplace, for example:

- Communication – both verbal and written
- Time management
- Teamwork
- Problem-solving
- Emotional intelligence
- Conflict management and resolution
- Personal productivity and discipline
- Trainability
- Learning agility

Assessment techniques like the whole person model can help you better view a candidate's full range of skills and abilities to determine which candidates may be a good fit for a role regardless of experience. Moreover, soft skills – like learning agility and trainability – are especially important for roles in which your candidates might not have much relevant experience, but in which they need to learn new things at a rapid pace.

BRINGING IT ALL TOGETHER WITH YOUR EMPLOYER BRAND

The challenges of the past year have changed what candidates look for in employers across all industries. This means that, regardless of the strength of your employer brand prior to the pandemic, nearly all employers need to shift their employer branding messaging to stay competitive.

Additionally, to attract employees in the current talent market, you need to communicate changes you've implemented regarding workplace safety, compensation, benefits and remote work policies to let candidates know upfront what they can expect from your organization.



Likewise, make sure you reassure candidates that their health and safety are a priority by specifying what new procedures your business has initiated to minimize the risk of exposure to COVID-19, such as social distancing rules, staggered shifts, reduced customer capacity, face mask policies and enhanced cleaning procedures.

Another way to help you recruit during the Great Rehire is to be completely transparent about your interview process. Can the entire interview process happen remotely, or will candidates be required to interview in person at some point? For on-site interviews, in particular, explain how you're maintaining a safe interview environment, such as socially distanced interviews, avoiding handshakes, symptom questionnaires, temperature checks and so on.

Meanwhile, keep in mind that we live in a social world. As such, before applying to work for you, 70% of candidates will check out employer review platforms – such as Glassdoor, Indeed and LinkedIn – along with other social media networks to see what employees past and present have said about your company. So, make sure your organization's reputation is managed properly.

You might also consider enlisting your current employees to act as brand ambassadors. In this way, employees can help refer candidates and spread the word about your organization to other professionals in their network.

Hiring during a pandemic is enough of a challenge; so, your talent acquisition process has to be on point if you want to get ahead of your competition. With these recruiting strategies in mind, you can set yourself up to attract more candidates, make the right hires and get back to business as soon as possible.

TOTAL WORKFORCE SOLUTIONS: A HOLISTIC APPROACH TO TALENT CHANNEL MANAGEMENT



By JAMES CLEAVER
client delivery leader

Modern workforce management has evolved. Increasingly, organizations are leveraging a multi-channel approach for sourcing talent to extend the reach of both their internal and external workforce. In fact, evidence of this trend can be seen in a survey conducted by the MIT Sloan Management Review, which found that 87% of global executives included some portion of external workers (contingent workers, contractors, freelancers and statement of work [SOW] consultants) when considering their workforce composition.

And, because employers are leveraging multi-channel sourcing strategies, workforce management programs are more complex – thereby resulting in the need for new strategies, proven methodologies and enhanced levels of service from outsourced providers. So, in this article, we'll discuss how a Total Workforce Solution (TWS) can help your organization by providing a holistic approach to total talent management through enhanced strategic capabilities; precise and up-to-date workforce information; and greater visibility into the multi-channel workforce.

WHAT ARE TALENT CHANNELS?

A talent channel is a managed and repeatable source of talent and may include anything from a job board to staffing vendors and college campuses. Essentially, a talent channel is a dependable path that leads job-seekers to your open positions.

Just as marketers utilize a variety of marketing channels and techniques to acquire customers, talent professionals likewise need to utilize

various talent channels to attract prospective job candidates. And, while there are a host of recruitment channels and platforms to choose from, below we've outlined some of the most common and effective sources:



Job Boards: Job boards (including generalist and specialist websites) – where recruiters and organizations post open positions – have long been a source of candidates. More recently, job aggregators like Indeed have provided an alternative platform where job-seekers can search and apply for jobs.



Internal Recruitment: Internal recruitment offers many benefits. For example, internal talent pools already have a wealth of knowledge about the company, the company culture and expectations. Therefore, directly sourcing and redeploying candidates who are already within the organization can also dramatically decrease time-to-hire, as well as hiring costs associated with training and onboarding.



Campus Recruiting: Campus recruiting has been a mainstay for recruiting the next generation of young talent for years. Campus recruiting involves sourcing, engaging, and hiring college talent for internships and entry-level positions, while also building a talent pipeline for an organization's future hiring needs.



ATS Database: An organization's Applicant Tracking System (ATS) is an invaluable resource for sourcing and curating top talent. An ATS offers a recruiting channel full of applicants who may not have been the best fit for one position, but who have the experience and skills needed for a current or future opening.



Events: Whether you host career events or attend networking opportunities, the power of face-to-face interactions with candidates is priceless. And, although in-person meetings have been less likely lately due to the pandemic, many organizations are still leveraging virtual events to meet and engage with candidates.



Employee Referrals: Employee referrals are an effective way to build a talent pool because they allow employees to submit candidates from their professional and personal networks for open roles. Plus, by encouraging referrals, employers can tap into a steady flow of candidates, while also providing additional opportunities for engagement and compensation for current employees.



Staffing Vendors: Organizations might also outsource certain recruitment functions to staffing vendors to curate talent pools and supply candidates. Staffing vendors help organizations with permanent placement, executive search, SOW contracting and procuring talent of all categories – both permanent and contingent.

Sometimes, a hiring or procurement manager may fill an open role from a certain talent channel and labor type simply due to historical practices or for budgeting reasons. However, a Total Workforce Solution model opens the possibilities for reassessing historic practices and identifying the most efficient labor category and talent channel to deliver better outcomes.

WHY TOTAL WORKFORCE SOLUTIONS ARE PERFECT FOR TALENT CHANNEL MANAGEMENT

Total Workforce Solutions – also known as Total Talent Solutions and Total Talent Acquisition – are outsourced programs that blend the capabilities of Recruitment Process Outsourcing (RPO) and Managed Service Provider (MSP) programs by integrating the talent acquisition function for permanent and contingent workforces under one delivery team. By bringing together disparate talent functions under one centralized program, Total Workforce Solutions provide organizations with greater visibility for all workers, including full-time employees and contingent workers (such as temporary workers, independent contractors, freelancers and SOW providers). Total Workforce Solutions also provide a holistic view that leads to better workforce, sourcing channel, and demand management by deploying the resources, technology, and strategies best suited to improve talent and business outcomes. Specifically, a TWS offers:

Data Capture & Analysis: A TWS can take unstructured workforce data from multiple sources and formats and create structured outputs, which create greater visibility into an organization's workforce and talent channel efficacy. This enables an organization to measure the success of each recruiting channel, as well as employer brand campaigns and staffing vendor performance.

Resource & Process Control: The right workforce view helps ensure the right work is being done by the right type of worker. Thanks to the holistic view provided by a Total Workforce Solution, organizations can track how budgets, headcount, procurement, staffing vendors and other issues are being managed across the entire enterprise.

Talent Engagement Expertise: Understanding the talent market is key to knowing how to best attract and engage job-seekers across all labor categories. To that end, a TWS provider's ability to engage with job-seekers in both full-time and contingent sourcing channels in ways that job-seekers want to be engaged is driven by expertise in candidate experience and engagement. What's more, TWS providers also have dedicated resources to support



education and adoption of the best practices among an organization's hiring managers and other stakeholders; this ensures that talent teams are engaging candidates from all talent channels in the right way.

Single Point of Contact: While procurement, HR, and talent teams each have their own methods, talent channels, and hiring objectives, each department strives to secure talent to meet their organization's business needs. Fortunately, Total Workforce Solutions can help successfully align talent acquisition strategy across each of an organization's recruitment channels by communicating between HR, recruiting and procurement teams. In this way, the TWS ensures that the right talent decisions are made for wider business goals, thereby optimizing both permanent and contingent workforces to give you a total talent view.

LEVERAGING TALENT CHANNELS TO PLAN AHEAD

In the dynamic talent environment created by the pandemic, employers are finding it increasingly difficult to source talent. Even so – and despite persistent hiring challenges – organizations need to be smart about the allocation of talent acquisition resources when filling roles. For example, conversations about filling open roles should begin with fundamental questions, like: What do we need to accomplish? Is the role easily managed with clearly defined goals? Is it core to the organization's long-term strategy? Does the role require a long-term commitment, project ownership and management?

Depending on the answers to those questions, you can determine whether a full-time employee or a contingent worker is the best option. And, understanding how to more effectively fill or

augment talent gaps also allows teams to scale, prioritize and be nimble – each important factors in today’s business climate.

Furthermore, different talent channels will have different advantages and disadvantages to consider. But, a TWS provider can provide insights by identifying all available sourcing channels, as well as assess where work needs to be done and what skills are needed to get it done. Then, from this evaluation emerges a talent strategy that taps into available candidates from across an organization’s recruitment channels – which then provides a high level of precision for getting the work done with the highest-quality output at the most cost-effective rate.

CANDIDATE & HIRING MANAGER EXPERIENCE

In talent acquisition, the human element matters. Specifically, an empowered experience on the part of workers who feel they have access to more opportunities can help boost an organization’s employer brand across its talent channels, as well as among job-seekers and the general public. At the same time, a positive experience for a hiring manager who has access to all talent types equates to higher engagement from the manager, including an increased commitment to sourcing talent from the right talent channels and at the right time and cost to achieve the desired goals.

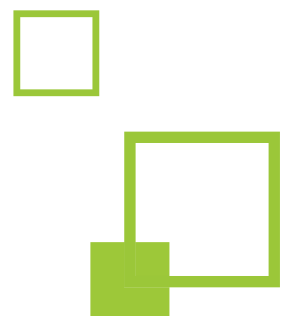
Furthermore, the traditional employer brand is built on the idea of the employee value proposition that seeks to answer, “Why would this company be a great place to work?” And, to appeal to the growing, flexible workforce, the concept of the Assignment Value Proposition (AVP) is gaining ground as a fundamental brand component to support cases in which an organization needs to sell the value of the project just as much as the strength of the business itself. Add to this assignment value the idea that an organization provides many ways to work – through traditional employee roles or flexible assignments – and the result is a reputation that appeals to professionals of all working preferences.

Fortunately, a TWS provider can help you create compelling employer value propositions across your talent channels so you can attract the right

mix of external workers and traditional employees. In particular, a TWS provider will have discussions with your team to consider the following in relation to messaging:

- **Work:** Role versus project type and required necessity of skill; core versus non-core
- **Speed:** Time to fill, time to contract, time to productivity and leveraging known relationships to reach candidates
- **Cost:** Expected tenure of salary plus benefits or rate; or pay rate plus mark-up or deliverable and milestones
- **Worker Engagement:** Classification preference or mandates, talent motivation, and talent communication

This discussion will provide you with insights into delivering precise and sophisticated messaging to job-seekers regardless of talent channel, as well as create better recruitment marketing for talent sourcing, engagement and management activities. Moreover, a TWS provider with a firm understanding of your workforce needs that is supported by the right talent technology and committed to continuous improvement will bring the value of a holistic view into your talent channels and workforce strategy. As a result, your organization will be able to make better data-driven decisions and broaden your choices from a single note to a full orchestra of talent options. While the journey takes time and dedication, the effect of this approach – in terms of access to talent, speed of engagement, cost control, and alignment of talent and business strategy – makes the effort essential for growth in today’s competitive global business environment.



THE RPO, MSP AND TOTAL WORKFORCE MARKETS ARE CONSTANTLY SHIFTING TO KEEP UP WITH THE CHANGING WORLD.

Here are the biggest trends today.

DIVERSITY, EQUITY & INCLUSION

- DE&I has become a priority across all employers, with a focus on technology, process and training.
- This translates into tracking metrics and developing best practices.

TOTAL TALENT & TALENT ADVISORY

- As organizations look to future-proof their workforces, the move to total talent has been accelerated, although many employers are still in the early stages.
- Skillset shortages are creating a move toward innovative solutions and advisory services.

HYBRID & PROJECT-BASED MODELS

- With continued uncertainty, many employers prefer to test RPO services with a hybrid or project approach with more robust services.
- Flexibility is key.

LASER FOCUS ON RETENTION & PERFORMANCE

- Clients are looking for a long-term partnership.
- The most important metrics now include retention, attrition and performance.

CLIENT VALUE SHIFTING

- New SLAs include diversity goals, user experience and quality-of-hire metrics.
- Clients are focused on upskilling, employee engagement, productivity, remote working and enhanced learning.

TECHNOLOGY

- COVID-19 increased the adoption of technology solutions, making technology the foundation for RPO programs.
- Many employers are still lacking: advanced analytics and benchmarking; diversity and inclusion tools; digital assistants; and prescreening.
- More employers are embracing on-demand virtual interviews.
- There is an increased focus on reskilling and upskilling workers.



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Building an EVP That Goes Beyond the “Deal”

TALKING TALENT LEADERSHIP PROFILE

A Q&A with **JOSE CARBIA**
vice president, talent acquisition at Change Healthcare

By **NICOLE FUQUA**
senior editor

Jose Carbia is an effective communicator. That label can mean a lot of things, but in his role as vice president of talent acquisition at Change Healthcare, it means leading a team that spends a lot of time actually talking to candidates. It also means that good news and bad news is delivered quickly, by phone – not through email – and with real recognition of and respect for the time, work and emotional investment that job candidates put into their job search.



Jose is also a transformative leader. In fact, he has more than 25 years of experience in talent acquisition, 21 of which he spent leading and transforming recruiting functions within Fortune 500 companies. Now, at Change Healthcare, he leads a team of 48 and is responsible for more than 3,000 full-time hires and 2,000 flexible, seasonal hires every year. Jose's latest project has been improving the candidate experience, with a focus on candidate communication, which we spoke with him about from his office in Atlanta.

WHERE DOES YOUR PASSION FOR THE CANDIDATE EXPERIENCE COME FROM?

Throughout my 25 years in recruitment, I have volunteered to help job-seekers gain employment. I've held speaking engagements where I teach job-seekers how to effectively navigate their reemployment process, and I hear from job-seekers all of the time about the frustrations they experience when they apply to or interview for a job.

There's nothing more frustrating than going through an interview with an employer and meeting with the recruiter or the hiring manager only to never hear back. We've all been through the process. We get excited about an opportunity and share the news with our spouses, friends or family. We tell them about the interview. Then, every day that goes by without hearing from an employer, it becomes torture. Candidates give employers about two or three days to hear back. At that point, friends and family start asking questions and, after a week goes by, the candidate is embarrassed. Then, they blame the employer and see the experience as a reflection of their culture and work environment.

WHAT ROLE DOES COMMUNICATION PLAY IN THE CANDIDATE EXPERIENCE?

Once a candidate has a conversation with an employer, the communication channel has been opened and it needs to continue frequently throughout the process. Even if there are no updates, candidates should receive some type of communication. When candidates aren't selected, there are automated processes that can send emails. But, if a candidate has interviewed with us, they deserve a call thanking them for their time and letting them know the final decision.

We need to treat every candidate like a customer. In the end, they already are – or they could be – a future customer. Proper communication is critical to our brand and our image.

WHAT DO YOU DO AT CHANGE HEALTHCARE TO ENSURE EFFECTIVE COMMUNICATION WITH CANDIDATES?

We conduct a one-question NPS – net promoter score – survey that we send to candidates who have directly engaged with us through conversation or who have been eliminated from the selection process. The candidates provide a rating and a comment and we review every comment – both positive and negative. We evaluate this feedback twice monthly and look for opportunities for improvement across the enterprise and individually.

We hold each other accountable for the experience and all of our recruiters have visibility into the data as it comes in. It's also included as part of our recruiters' individual performance metrics. We have a quarterly 'most valuable player' award that goes to the recruiter with the best experience scores, along with other talent acquisition metrics.

We launched this process back in January of 2020 and, at that time, we had a net promoter score of -50. Now, we're trending at a score of 36, which is considered a great score, but we want it to be even higher.

IT SOUNDS LIKE YOU'VE REALLY MADE A CULTURAL SHIFT TO ACHIEVE THIS SUCCESS. IS THAT HOW YOU SEE IT?

Absolutely. We've been able to break down barriers to create a culture and environment where we are committed to providing a valuable experience. We started with a campaign and it has really taken shape and evolved. We have a hashtag, #LeaveNoCandidatesBehind, and it has really become a part of our regular conversations. We never take our eyes off of it. We see our numbers improve month after month. It has become part of the DNA of our organization.

WHAT ROLE DOES TECHNOLOGY PLAY IN THE CANDIDATE EXPERIENCE FOR YOU?

The applicant tracking systems provide the opportunities for automated communications, and it's important to ensure that those notifications are clear and that they show connection and empathy with the candidate throughout the process. Technology also allows us to better track the talent pool through the selection process and provides a vehicle for a more organized approach to communication. The NPS survey tool helps us capture the information we need to make better business decisions and, now, we're exploring artificial intelligence technology to help from a screening standpoint.

WITH THIS PROCESS, I'D IMAGINE YOU WORK WITH A LOT OF PARTNERS, WHETHER THOSE ARE TECHNOLOGY PARTNERS OR RPO. WHAT ROLE DO

THESE PARTNERSHIPS PLAY IN YOUR PROCESS?

It's a critical role. When we have partners like PeopleScout, we treat them as an extension of our team. Their leaders are in my leadership meetings. Their talent acquisition team members are included in our overall team meetings. We align our rewards and recognition programs to ensure that we are consistent in our messaging and overall performance. We want the process to be seamless for candidates and hiring managers – whether they are working with an internal employee or a vendor partner.

Our technology partners are equally important. We don't just plug in a new technology. Our partners are truly engaged in what we're trying to accomplish, and they work with us through each challenge. We have to continuously monitor everything to ensure that the process is effective and that we're achieving our overall goals and objectives as an organization.

WHAT ADVICE DO YOU HAVE FOR OTHER TALENT LEADERS WHO ARE LOOKING TO MAKE SIMILAR CHANGES AT THEIR ORGANIZATIONS?

Data is king. You need to establish ways to measure experience and performance and then use that data to determine where to place your focus. It's not something you can improve overnight. It's a constant process of trial and error. Data is necessary to make those critical decisions in the experience and process.

Also, recognize that, while communication is critical, it's not the only component in a great candidate experience. There's also your employer brand and your careers site. Candidates today want to know about your diversity and inclusion programs and your culture. Applications need to be quick and easy to fill out. If any of these pieces are missing, candidates will get lost in the process. With the proper mechanisms in place, you can ensure all of these components are working together to create a great candidate experience.

INVEST IN A LEARNING & DEVELOPMENT PROGRAM FOR LONG-TERM RETENTION & EMPLOYEE SATISFACTION

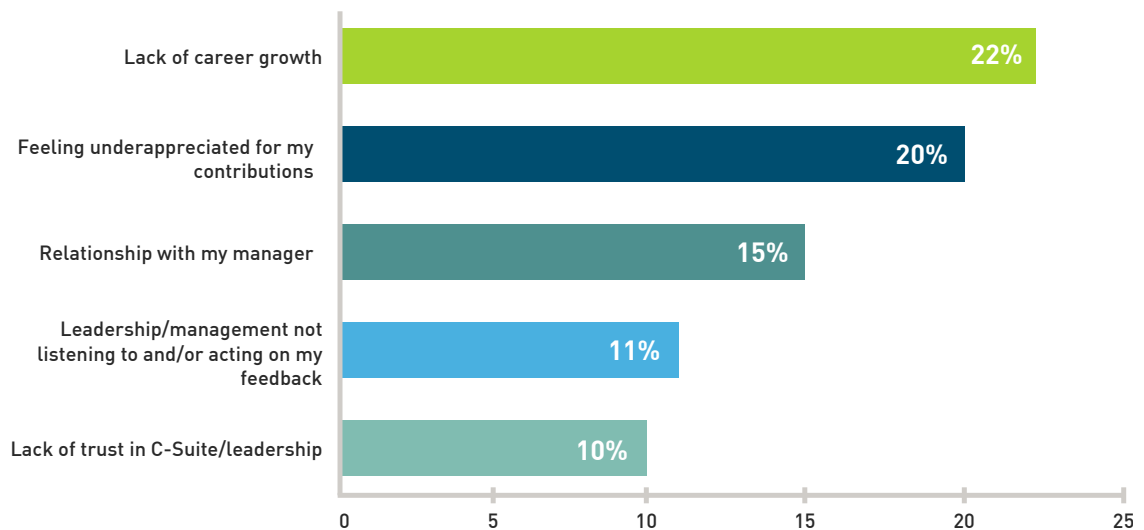


By **DANA PEEVER**
director, human resources

The COVID-19 pandemic has shone a bright spotlight on company values and culture, separating employers who truly live up to their promises from those who rarely take action where it matters. And, employees are paying attention – as well as growing more critical of organizations that they’re considering working for.

Meanwhile, according to the latest Engagement and Retention Report from Achievers Workforce Institute, 52% of currently employed respondents said they would hunt for a job in 2021 – up from 35% in 2020. But, why are more than half of employees looking for a new job this year? The short answer: They’re disengaged. Whether from lack of recognition; poor diversity and inclusion practices; remote work burnout; or a feeling of disconnectedness, 71% more employees are disengaged in 2021 than 2020.

WHICH OF THE FOLLOWING IS HINDERING YOUR ENGAGEMENT AT WORK?



Source: Achievers | 2021 Engagement and Retention Report

In fact, lack of career growth is the number one factor holding employees back from feeling engaged at work – making it a key area of opportunity for employers looking to remain competitive. Plus, as organizations are in the midst of the Great Rehire, talent acquisition teams face the challenge of filling a number of unexpected open roles – and high turnover exacerbates the issue. As such, maintaining a strong retention strategy is essential to avoid overloading these already lean teams.

In this article, we’ll walk you through the benefits of learning and development programs; explain how to create an effective strategy to promote career growth; and share examples of ways that organizations are investing in their people.

BENEFITS OF A LEARNING & DEVELOPMENT PROGRAM

Launching an effective learning and development program typically requires investing in resources. However, when done right, the benefits far outweigh the costs. Specifically, not only does a strong learning and development program help employees in their career growth, but it can also improve the performance of an organization as a whole. More precisely, some of the key benefits of implementing a learning and development program are:



Closing Skills Gaps

A training and development program is a great way to address skills gaps within an organization – especially if your company had to scale down during the pandemic. But, by performing a skills audit, you'll have a better idea of which gaps exist in your organization – which can then help you determine the areas that make the most sense for reskilling your workforce. Then, as a result of improved efficiency and more highly skilled employees, you'll also increase your ability to fill open roles from within.



Increasing Retention & Employee Satisfaction

Not only will employee performance improve, but retention and satisfaction will increase, as well. That's because employees feel genuinely cared for and valued when an employer shows a willingness to invest in employee growth and development. And, with an improved set of skills and knowledge, employees will be more likely to stick around at a company that believes in them and wants to see them succeed. This employer loyalty will then increase retention and decrease turnover rates.



Staying Competitive & Innovative

Consistent investment in your employees' growth and development will also help keep their thinking fresh and future-focused, thereby resulting in an overall culture of innovation at your organization. Plus, top talent will also be more inclined to join an organization with the perk of a strong learning and development program, as well as the opportunity to grow in a new role.



Improving Employer Brand

Organizations with effective development programs can also leverage them as a selling point to attract prospective candidates. Additionally, current employees will be more likely to leave positive reviews on employer review sites and spread the word within their networks that your organization truly cares about employee career growth.



Saving Money

As skills gaps close and retention is improved, your organization will also save money on sourcing and recruiting external candidates. Plus, a culture of innovation and employee satisfaction will keep your employer brand strong, as well, which has a significant effect on candidate attraction spend.



HOW TO CREATE AN EFFECTIVE LEARNING & DEVELOPMENT PROGRAM

Before you jump in to implementing a robust learning and development program, it's important to start by planning. Below is an overview of the key items to consider:

Establish Goals

The first step in planning for a learning and development program is to establish the goals of the program. This step is crucial because you'll refer back to these goals as you make decisions along the way. In particular, ask yourself:

- What are the overall business goals that our organization is trying to achieve?
- How will the learning and development program align with our overall organizational goals?
- What are the necessary steps needed to achieve these goals?

Identify Competencies

Competencies are a particular set of abilities, skills, and knowledge that affect an organization's success and set it apart from competitors.

Some examples of business competencies include:

- Business acumen
- Strategic agility
- Market knowledge
- Communication
- Decision-making
- Change leadership
- Driving results
- Collaboration and influence

After determining the key competencies your organization wants to foster in alignment with your goals, you'll be able to better curate learning tracks to help instill these competencies into your employees.

Determine Strategy

There are a variety of types of learning and development programs, so choose the one that makes the most sense for your organization. Your selection will depend on whether you want to teach the same skills to a large group of people at once, help employees improve on-the-job performance, or open training to everyone on their own schedule.

Common types include:

- Classroom/workshop style
- Instructor-led training (ILT)
- In-house/outsourced learning sessions
- Interactive
- On-the-job
- Skills-based
- Online

Incorporate Mentorship

A formal mentoring and coaching component can also complement your learning and development program. Specifically, pairing compatible employees with one another encourages teams to build relationships and learn from each other. To that end, it's important to match mentees with mentors whose areas of expertise match the former's desired area of growth to ensure that the relationship is mutually beneficial. As a result, less-experienced employees can be challenged and learn, while more seasoned employees can grow from the experience as a leader and mentor.

Encourage Engagement

In order to ensure the longevity of your learning and development program, it's essential to foster strong engagement. In particular, encourage managers to suggest training for employees and create a recognition system for employees who participate in trainings. Employees can also share completion certificates and comments about different trainings internally on platforms like Slack and Yammer. This strong sense of engagement will then encourage others to participate and, ultimately, lead to long-term success with your program.

Measure Results

Finally, despite the fact that it's often overlooked, it's extremely important to establish a way to measure the effectiveness of the learning and development program once it has gained some traction. First, determine whether those initial goals are being worked toward and met.

If they're not, identify gaps where you may need to adjust strategy by considering the following questions:

- Is employee productivity improving?
- Are managers noticing improved employee engagement and satisfaction?
- Are there any reductions in turnover time?
- Are employees feeling more successful?
- Has your employer brand presence improved externally?
- Are you able to quantify results based on your overall goals?

REAL EXAMPLES OF HOW TO INVEST IN YOUR PEOPLE

The thought of creating a learning and development program from scratch may seem daunting, but it can be helpful to know that many organizations have found success through unique approaches to investing in their people. Here are some of the organizations leading the way in this important commitment to developing people:



Yelp

Yelp's transparent, supportive culture pushes its people to excel. The user-review company invests in: career development opportunities for its employees; constant constructive feedback; goal-focused, one-on-one sit-downs; team meetings; and thank you shout-outs for a job well done. All of these strategies reinforce each employee's achievements, ambitions and unique strengths.



Dun & Bradstreet

Dun & Bradstreet – a leading global provider of business decisioning data and analytics – supports top-down learning, in which team members are welcome to jump on their managers' calls. This enables them to learn about taking on more responsibility and also encourages them to pursue their own learning – whether by attending conferences or taking courses online.



WEX Inc.

At WEX, every day is an opportunity for employees to ask if there is a better way – and to act on promising ideas. Through mentorship, conferences and tuition reimbursement, there's always room to keep climbing the ladder at this financial technology company.



Amazon

Amazon committed \$700 million to retrain 100,000 workers by 2025, thereby allowing employees of the online retailer and technology giant to move into more highly skilled jobs within the company or find new careers outside of Amazon. In addition, Amazon's Machine Learning University initiative helps workers who already have a background in technology and coding to gain skills in machine learning.



Verizon Communications Inc.

After closing most of its retail stores during the pandemic, Verizon retrained 20,000 employees to handle new jobs, which ranged from sales to customer service. This year, the American multinational telecommunications conglomerate plans to teach 100,000 employees new skills to prepare them for the demands of 5G, the next-generation wireless standard. Additionally, Verizon is partnering with Generation USA to help train 500,000 workers throughout the next decade for jobs of the future in communities across the country.



Levi Strauss & Co.

This year, Levi's launched its Machine Learning Bootcamp, an immersive training in coding, machine learning and agile ways of working that are uniquely designed for employees of the American clothing company. Participants will master an in-demand skillset and focus on learning full-time for two months – all paid for and encouraged by leadership.



Walmart

Walmart partners with Guild Education to offer employees a way to earn a high school or college degree for \$1 per day. Employees of the American multinational retail corporation also get personalized coaching support from day one all the way through graduation.

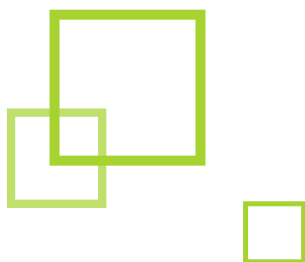


PeopleScout

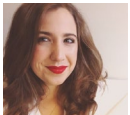
At PeopleScout, we invest in our people through two programs. First, our Global Mentorship Program supports and enriches the professional development of PeopleScout employees. Similarly, our engagement with LinkedIn Learning also allows employees to explore professional interests and develop skills both professionally and personally. And, finally, our global ideation platform encourages employees to submit their innovative ideas for improving our business – giving them direct opportunities to work with leadership to develop ideas into tangible solutions.

DEVELOPING THE NEXT GENERATION OF TALENT

As a talent leader, you understand the importance of a total talent mix, which means leveraging both internal and external recruitment strategies. And, with higher turnover forecasted as we move out of the pandemic, there's no better time than now to start investing in your existing workforce. Plus, by constantly reskilling and upskilling your current team through a strong learning and development program, you'll not only attract top talent externally, but you'll also have loyal and dedicated employees who believe in your business and are prepared for the future of work – whatever challenges it may bring.



BUILDING AN EMPLOYER VALUE PROPOSITION THAT SPEAKS TO PURPOSE, PASSION & A GROWTH MINDSET



By **VANESSA HAWES**
senior employer brand & communications specialist

Many employers have begun to think about employer value propositions (EVPs) as a transaction, as if an EVP is a contract between an employee and an employer or a “deal” expressing what an employer expects from candidates and what candidates receive in return. But, although it’s an easy way to think about the concept, it doesn’t tell the whole story.

At PeopleScout, we define employer value proposition and employer brand 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.

However, when you look at an EVP simply as a “deal,” you leave out the uniqueness – the human side of equation. That’s because candidates are unique individuals who assess prospective employers based on what’s important to them at that moment. For instance, for one candidate, that could mean finding a workplace that’s like a family to make them feel safe and secure. Alternatively, another candidate at another point in their life could thrive in a fast-paced environment where they’re always staring down a new challenge.

Furthermore, candidates now have unrivaled access to information online and are more mobile. Plus, they’re also accustomed to consumer brand interactions that are personalized, anticipate their needs, and demonstrate cultural values that benefit individuals, communities and the environment. At the same time, candidate expectations are changing in line with our expectations of consumer brands: We want a job to pay the bills, but also one that provides us with a fulfilling experience. As a result, an EVP must address the complex emotional needs of candidates in order to strike a chord – and, notably, the need to align meaning and purpose is becoming the most crucial differentiator.

So, at PeopleScout, we’ve developed what we call the “Purpose, Passion and Mindset” model. This approach enables employers to draw in the candidates who will succeed and provides flexibility for individuals as their needs and desires change throughout the course of their employment. In this article, we’ll explain how this model works in relation to both candidates and employers, as well as how you can use it to find and hire the best talent for your organization.



PURPOSE

Purpose is a candidate's alignment with and willingness to contribute to the vision and values of an organization. In fact, 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.

Therefore, from an employer perspective, the idea of purpose should be simple to understand and to define: Why does your business exist? Why did it start? What is the vision for the future? Who are the people you need to deliver on that purpose?

At PeopleScout, we share our promise, vision and mission. These make up our purpose.

Our Promise

Our promise is to be our clients' global talent partner from now to next.

Our Vision

Our vision is to lead innovation in talent solutions.

Our Mission

At PeopleScout, we are inspired to find, engage and deliver the best talent.

These are foundational for an employer, but they should also be effectively communicated in employer branding materials; on career sites; and through the employer's website, social media and other channels.

Conversely, from a candidate or employee perspective, purpose is more fluid. If you ask a candidate where they derive purpose, you may hear answers about five-year goals or work/life balance. And, depending on the circumstances of a candidate's life, they may be living to work or working to live. Perhaps they're focused on career growth and looking for a challenge. Or, they may be balancing personal and family obligations with work. In any case, the way a candidate answers that question will provide insight into the type of employer and culture that the candidate is looking for. Therefore, as an employer, you need to understand how your purpose aligns with what candidates want and need – and you need to effectively communicate that to candidates. What are the values that drive your approach to business and your culture?

Sometimes, an employer's view of purpose and a candidate's view of purpose can overlap in clear and obvious ways. For example, a healthcare organization dedicated to providing the best patient care would be an obvious fit for a nurse who derives purpose from providing the best care for their patients. However, it isn't always so simple. Talent acquisition leaders need to understand the gaps that exist between employer purpose and candidate purpose. And, it can be far too easy to fall into the trap of only focusing on an employer's purpose and not recognizing the needs of candidates. Rather, employers should focus on how a job can help a candidate achieve their goals and find purpose in their lives.

PASSION

Passion is easy to understand on a human level: What gets you out of bed every day? Do you like solving problems? Connecting with people? Helping others achieve goals? Are you passionate about being creative? Telling stories? Creating a perfect product? Helping a team run seamlessly?

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. And, Dale Carnegie Training reports that organizations with engaged workers outperform their peers by 202%. Even so, most employers don't have a method to effectively understand what a candidate is passionate about.

However, for an employer, passion comes down to the non-negotiables – the pillars of an organization or the three to five things that help a business fulfill its purpose. When thinking about these pillars, many employers talk about "a sense of restless innovation" or "continuous personal development." But, instead, talent leaders should think of passion as something that allows an employer to connect with candidates and employees around what the candidate or employee is personally passionate about – whether that's coming to work for the social interaction with customers; creating a culture of belonging; or working with people who treat each other with respect. Or, at the other end of the spectrum, developing new skills and having an influence.

Bringing these two elements together and aligning the employer and candidate passion tells a candidate that what they can bring to the table will be valued here. So, don't be tempted to talk about your EVP in terms that are filled with business jargon or seem to be on an epic scale.

Instead, speak in human terms about the things that are important to you as a business and help candidates connect your value set with their own.

MINDSET

There are two types of mindset: fixed mindset and growth mindset:

- 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.

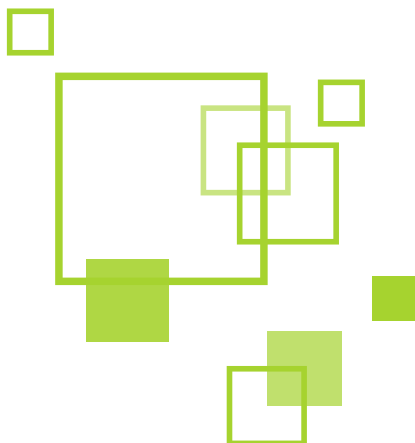
When we talk about mindset from a candidate's perspective, it's about a candidate's belief about themselves and their basic qualities. These beliefs are rarely measured by employers.

Meanwhile, as an employer, you can create an environment that fosters one or the other. An employer that fosters a growth mindset is one that invests in its employees, providing development opportunities and stretch assignments. The employer doesn't just allow people to learn and grow and move within the organization; rather, it's a culture where employee growth and development is a defined goal.

Granted, it can be tempting to think of mindset as a factor that comes to life in the execution of an EVP – as something that is put into place after an EVP has been defined and employer branding materials have been created. But, you can't foster a growth mindset if it's the last thing on a checklist.

Instead, employers should approach the concept of mindset as the core of their culture; it should be a thread woven through your EVP. By going back to the concept of EVP as a "deal," employers that create an environment that fosters a growth mindset will attract candidates who want to learn, grow and contribute more to the organization during their time there.

And, by focusing on purpose, passion and a growth mindset, employers can build an employer value proposition and employer brand for the future. Because when employers take their EVP beyond the transaction and "deal" to focus on the core of the unique human relationship between employee and employer, they'll be able to attract the right workers to achieve the mission and purpose of the employer – all while providing a sense of purpose for employees.







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OUR CONTRIBUTORS



James Cleaver

client delivery leader

James Cleaver is the PeopleScout client delivery leader and senior leader in Canada, managing both U.S. and Canadian enterprise client relationships and with global teams. James brings more than 15 years of experience in talent acquisition – from agency and executive search to vendor management and global recruiting leadership delivery in 23 countries. This experience includes system and process design as well as implementation, global HR program management, consulting and vendor management. James has written blog posts on topics including sourcing optimization, diversity and inclusion practices, employee referral best practices and choosing an ATS.



Eric Dyson

trend writer

Eric has been a part of the PeopleScout team since 2017 as the content marketing and lead generation specialist in the Chicago headquarters. In addition to his contributions to PeopleScout *NEXT*, he also specializes in email marketing, thought leadership and digital marketing. Eric holds a bachelor's degree in literature from Valparaiso University.



Nicole Fuqua

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Nicole has been a part of the PeopleScout team since 2017 as the senior marketing content producer in the Chicago headquarters. In addition to her contributions to PeopleScout *NEXT*, she also hosts the Talking Talent with PeopleScout podcast and webinar series. 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.



Vanessa Hawes

senior employer brand & communications specialist

As a member of PeopleScout's talent advisory practice, Vanessa supports our clients to effectively launch, embed, manage and measure their employer brand. Vanessa leads a number of strategic employer brand accounts, as well as supports the RPO division and PeopleScout globally. Vanessa takes an active interest in inclusion and diversity, especially female representation in business and STEM and social mobility.



Carter McHugh
vice president of technology

Carter brings more than 22 years of experience in building world-class software solutions for businesses and consumers. As vice president of technology at PeopleScout, his passion is creating a culture of technology excellence at global scale and delighting customers with innovative software solutions that improve their people and business. Prior to joining PeopleScout, Carter held various executive technology roles at CSG International, a leading provider of enterprise revenue management and customer engagement solutions for the telecommunication industry. He holds a bachelor of science degree in computer science from the University of Illinois, Urbana-Champaign.



Jasmine Patel
trend writer

Jasmine has been part of the PeopleScout team since 2019 as the marketing and communications content specialist in the Chicago headquarters. In addition to her contributions to PeopleScout *NEXT*, she maintains PeopleScout's internal communications and manages the company's external presence on social media. Prior to joining the talent acquisition industry, she wrote for award-winning student newspaper the *Loyola Phoenix*, in addition to her work as a designer for her university's student social justice publication, *Mosaic*. Jasmine holds a bachelor's degree in multimedia journalism from Loyola University Chicago.



Dana Peever
director, human resources

Dana Peever, director of human resources for PeopleManagement and PeopleScout, has been with our TrueBlue family for over 5 years. She started on the client delivery side with PeopleScout and after learning that side of the business, made the move into human resources. She then spent some time leading the HR function over at our sister company, PeopleManagement, and earlier this year, added PeopleScout back to her portfolio. In her spare time, she is a best-selling author and is fascinated with human behavior and psychology. She is Canadian, eh? and lives on the north shore of Lake Ontario, and as she often describes, about half way between the CN Tower in Toronto and Niagara Falls, if you've ever heard of those places.



Anna Turner
vice president of product

Anna Turner, SHRM-CP, PHR, is the vice president of product at PeopleScout. She is responsible for leading the vision, strategy and roadmap for PeopleScout's product and service portfolio. Anna has deep B2B software product management leadership experience, with previous roles at high-growth tech companies, including Snagajob, PeopleMatter, Benefitfocus and Blackbaud. She is also a recognized expert on HR technology, serving on the national SHRM expertise panel for Technology and HR Management since 2016. Anna lives in Charleston, South Carolina with her husband Matt and two boys, Coy and Abe. She holds a bachelor's degree in Marketing from Clemson University and an MBA from The Citadel.



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