

Saville Assessment

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Hire Talent Trends Report Round Table Discussion

Summer 2017



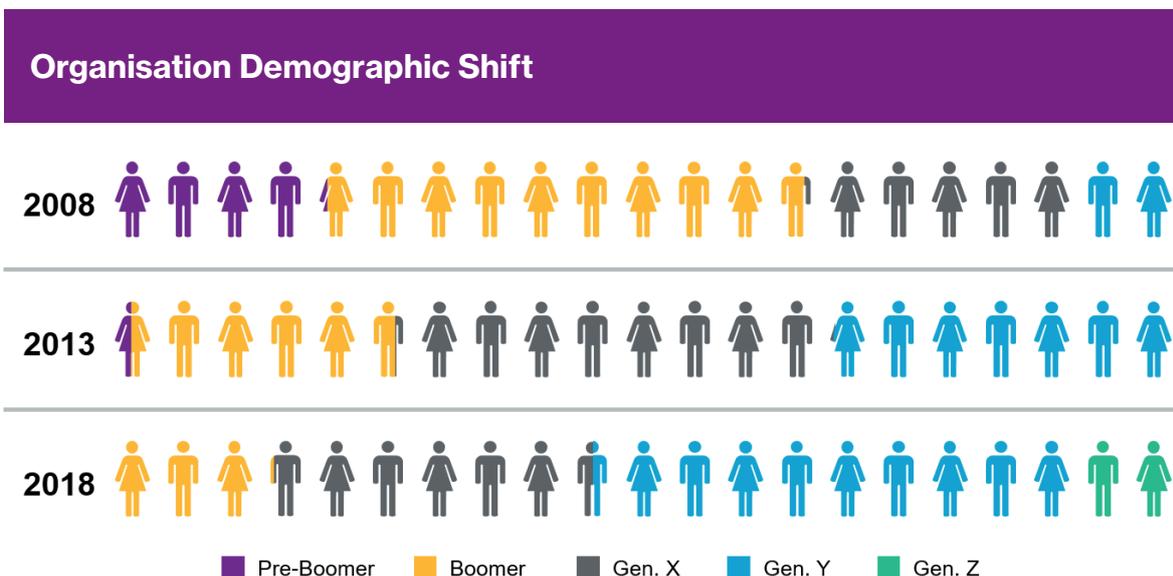
Hire Talent Synopsis

Hiring talent in the current climate can make you feel like a plate spinner at a circus. And if it does, you are not alone. Over 200 HR Professionals from a variety of organisations recently gathered at Saville Assessment Talent Transformation Days to share stories on balancing the ever-growing demands they are facing and solutions which were creating positive impact.

Through candid conversation, delegates discussed how to balance being responsive to evolving demands, markets, trends and technologies against objectively and fairly identifying the right people for the right roles.



The Who, What, Where?



Delegates discussed the current and anticipated differences in the demographic make-up of the workforce and the impact on attracting, hiring and retaining talent. A key challenge shared by a number of delegates was candidates' perception to increased automation. Applicants from the boomer generation tend to be more sceptical and dislike the lack of human contact, with one retailer commenting on potential issues they had experienced when engaging their applicant pool with video interviewing. Emerging generations, who are more technology savvy, seem to be more positive about the speed of communication and convenience that automation brings.

Delegates recognised there was a shift in the expectations across the generations of what a role should entail. Traditionally, talent entered a 'job-for-life' and valued salary and stability. Today's more idealistic and socially-conscious talent are expecting more development and flexibility. Delegates shared stories about new graduates requesting to work part time, so they can freelance and work for other organisations, developing a wider skill set and fulfilling their broader interests. Whilst this has obvious challenges, potential opportunities were recognised for getting talent into public sector roles which can be blended with time in the private sector and foster greater links between industry and education for a win-win outcome.

The World Economic Forum: Future of Jobs Report shared the statistic that over 65% of children entering primary school today will ultimately end up in jobs that don't yet exist. Were recruiters seeing any new challenges from this? Largely, no; but it was recognised as important to anticipate. Deeper discussion suggested that many new roles were occurring organically as a response to better efficiencies and business performance. These tended to be specialisms, instead of new disciplines. For example; Social Media Marketer, UI/UX designer or SEO Manager are all specialist areas of pre-existing broader roles.

In such cases, organisations were already looking at ways of assessing for these specific skills. One retailer was about to pilot a new style of assessment to mirror dealing with customers via a live chat functionality, instead of via a customer service hotline, as this better reflected how they now operated.

An interesting consideration for the future and democratisation of work was STEM recruitment. Many delegates recruiting for such roles resonated with the associated issues around niche talent pools, high-levels of competition, diversity and more. However, could a continuing rise in Artificial Intelligence, robotics and machine learning leave these roles most vulnerable to replacement by non-humans? This would decrease the challenges in this area as they would be recruited on a far lesser scale. No-one had a crystal ball or timeline for such an event but it made interesting food for thought.

A more pertinent concern amongst delegates was where future talent will come from. A survey by Tredence UK of nearly 63,000 students found the number planning to leave the UK post-graduation nearly doubled after the Brexit vote from 15% to 31%. The trigger of Article 50 and question marks over freedom of

movement had many delegates anxious about filling crucial roles. With the dilemma of a declining youth population, remaining an attractive employer to international talent was deemed critical for the successful hiring of talent in the future.

‘EVP’ - As Easy As 123?

The term Employee Value Proposition (EVP) was recognised by all delegates as something that could help attract, retain and motivate employees. As a concept, all delegates were trying to tie in their attraction and hiring strategies with their EVP strategies, however the degree to which they were doing this varied across the different organisations. Some organisations even considered that there was not one single EVP for the organisation but instead several smaller EVPs depending on role or level.

A large number of employers were engaging with talent early as part of their attraction strategy. This varied from visiting university courses to promote the brand to a pool of ‘passive talent’ that might not have considered it as a potential target employer. One organisation visited schools and ran interview practice sessions with 14-15 year olds. As well as promoting positive brand association and engaging future talent it also engaged current talent, with many parents becoming familiar with the organisation and applying for roles.

Delegates agreed the concept of an “Assessment Value Proposition” was a necessary element when designing attraction and hiring strategies. Typically, the first point of contact a potential employee has with an organisation is the recruitment process. Technology, branding and candidate experience are the three main influencers of an applicant’s perception on the EVP.

As discussed previously, technology is playing a wider role in the hiring process. Some applicant pools expect to access application, communication and online assessment via a mobile device, although this wasn’t universal. It was recognised that the use of technology could also hinder recruitment processes if it was not planned effectively

and the candidate journey is ignored. Internet users have high expectations and will typically click off a webpage if it doesn’t load within three seconds. Similarly, research in 2015 found that new technology can cause frustration if deemed too cumbersome by users. There was also discussion around whether having more flexible modes of assessment administration, such as mobile, was conducive to individuals performing well in assessments. Allowing candidates to complete assessments anywhere doesn’t mean candidates should and delegates discussed when utilising technology might be at the detriment of fair and objective assessment completions.

Leveraging brand power to engage potential employees and possibly potential customers varied in line with how strong the brand was. A common theme was understanding who your applicant pools were, why they might be applying to you and how best to engage them with the brand, role and organisation. The Willis Towers Watson Global Workforce Study found that 70% of employees believe their organisation should understand them to the same degree employees are expected to understand their customers. Acknowledging this principal at assessment level could positively impact completion rates, likelihood of most suitable applicants and retention once in role.

Interesting points were discussed around positive candidate experience. Whilst there is a focus on wowing candidates with increasingly ‘whizzy’ assessments, its more critical to ensure the basics aren’t ignored. In 2000, little known travel review site TripAdvisor launched and changed the travel and tourism industry forever. Sites such as Glassdoor and Wikijobs already provide a platform for applicants to share their experiences and these look set to increase with new dedicated sites popping up daily. The most common candidate complaints are feedback (lack of), communication (lack of) and length of process.



Who Stays, Who Goes? You Decide...

At the heart of hiring talent is the need for a process that adds real value to selection decisions. Are we able to make fair, objective, defensible decisions?

Delegates shared anecdotes where applicants at entry level were having to complete a far more robust hiring process than those at a senior level, who were recruited over a coffee and a chat. Considering one organisation had conducted internal analysis which found that the cost of a bad hire is four times their annual salary; it's a particularly expensive mistake to make.

As well as the financial risk of bad hires, there were correlations with issues faced with succession planning. Lack of rigour or objective measurement of talent can lead to confusion between performance and potential, and managers feeling more favourable promoting someone more like themselves. If new talent is only assessed against what they have done in previous employment and/or manager preference, you increase the risk of someone being a poor fit.

There was a recognised need to align the expectations and capability of managers with those of recruitment and HR teams. Some delegates had found exit interviews useful in gathering evidence as to how things can be improved at an assessment level to make sure you are getting the right people in. However, it is at the mercy of the outgoing employee being truthful. Some delegates had benefited from a secondment to other parts of the business where they could collect evidence on the cost of outgoing hires. One organisation found a direct correlation between the decision to drop assessment from the process and the rise in attrition and associated costs.

Engaging managers with the process from the start was also viewed as essential. Getting them to pre-agree competencies and recognise how those are best measured ensured a more robust process took place. A process that was more likely to identify the best talent.

Validity is the likelihood of hiring a poor performer. The better and more robust the process, the stronger the validity is. The higher the validity, the lower the chances of hiring a poor performer.

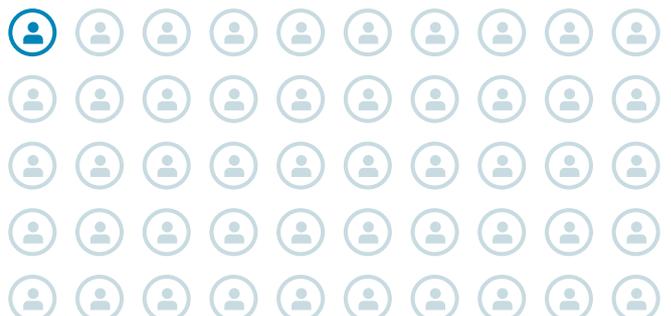
0 Validity - 1 person in 5 will be a poor performer



0.3 Validity - 1 person in 10 will be a poor performer

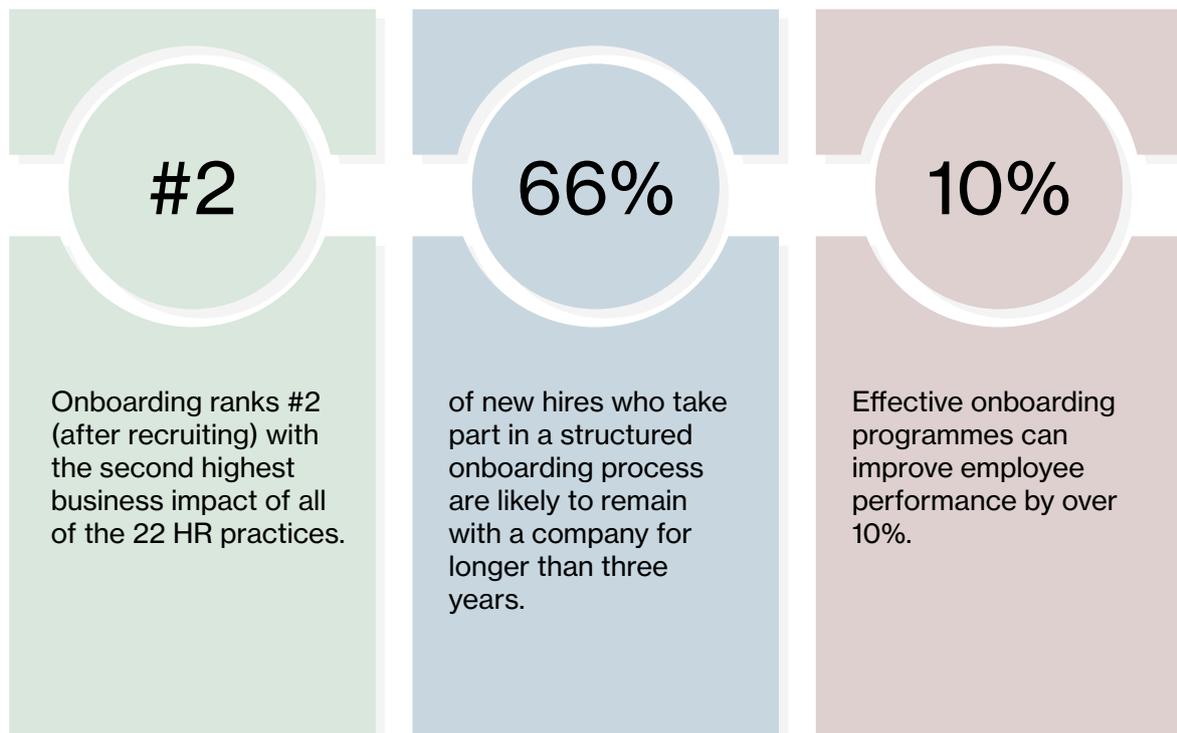


0.6 Validity - 1 person in 50 will be a poor performer



You've Hired; Now What?

How organisations currently approach onboarding had the biggest gap in terms of what people were doing and their views on how to improve the process for the better. Approximately 30% of organisations had a 'formal' onboarding process, whilst some admitted it was as little a tick list of administrative tasks for the new starter. Other onboarding practices included implementing buddy systems, monthly lunches for new employees to get to know each other and placements with different areas of the wider business.



***Source: Boston Consulting Group, Society of Human Resources, Recruiting Roundtable**

Delegates agreed onboarding was important for setting expectations and engaging new employees early. This is backed by data illustrating the positive effect that well executed onboarding has for accelerating time to productivity and reducing attrition. Delegates also discussed using onboarding to improve engagement from day one, when commonly people are placed on probation, which was viewed as a negative way to welcome someone to the team. So how can organisations onboard better?

- Agree whose responsibility it is. There was a general consensus that the recruitment team's job was done and onboarding sat elsewhere in the business although there was no overall agreement as to whether it was L&D or line managers' responsibility. Overall, it was agreed that even if multiple are involved, one business area should own and coordinate the process to maximise its impact.

- Use assessment data. Very few organisations were using selection data to inform onboarding but nearly all could see the value in doing so. Throughout the assessment process a wealth of data has been gathered about the candidate indicating how effective they will be in the role but how can this be used to make them effective as quickly as possible? Indicators on their work style, culture fit as well as potential strengths and limitations can all help shape how their initial induction should be pitched and provide tailored advice on where they are likely to hit the ground running, where extra effort will need to be applied and how they could work best with their new team and manager.

Hiring Talent; What Next?

Assessment needs to respond to anticipated developments occurring in the future of work and recruiters to the many demands on their time. To be innovative doesn't always mean re-inventing the wheel and, overall, delegates felt reassured that they weren't behind others in dealing with the challenges they face. The approach and the technology may evolve but at the core of every assessment process is the need to objectively and fairly identify the right people for the right roles. There is a balance to be struck between candidate experience, gamification and validity, so that the assessment process in place continues to add real value and efficiency to selection decisions.

About Saville Assessment, a Willis Towers Watson Company

Saville Assessment help clients improve business performance across three key areas of assessment; Hire Talent, Build Talent and Lead Talent.

Our portfolio is designed based on extensive research into successful workplace performance and the critical relationship between talent, motive and workplace culture. We enable clients to identify potential, accelerate performance and achieve exceptional talent acquisition, and developmental results.

In the Hire Talent space, we work with our clients to support improving the quality of hire. We partner with clients to improve talent acquisition metrics by ensuring they are identifying the right people for the right roles. Our hiring assessments include Scenario Based Assessments (Realistic Job Previews and Situational Judgement Tests), personality Questionnaires, Behavioural Screeners, Aptitude Tests and Clients use the tools to support and improve how they define the characteristics of success, manage high volume recruitment, devolve recruitment and hire top talent.

To discuss how we could help you hire your talent, please get in touch:

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About Saville Assessment, a Willis Towers Watson Company

Our mission is to transform assessment around the world. We enable organisations to identify potential, accelerate performance, and achieve outstanding results. Our portfolio of leading-edge assessments are designed based on extensive research into successful workplace performance and the critical relationship between motive, talent and workplace culture. With representatives in over 80 countries we are transforming how organisations Hire, Build and Lead talent globally. Learn more at www.savilleassessment.com