

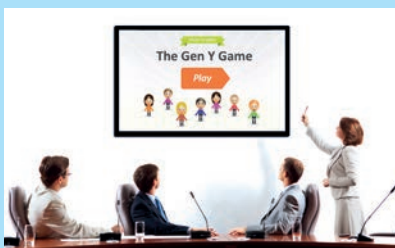
## GenY

how to attract  
top talent

The most tattooed  
generation ever:

GenY will be the foundation  
of employment and leadership  
for the next three decades.

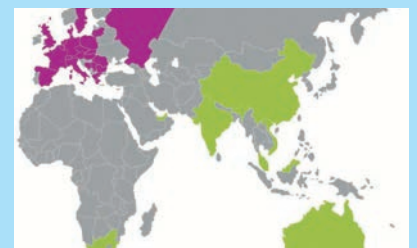
FEATURED IN THIS ISSUE...



**P2. Playing the GenY game.**  
GenY - How to attract top talent



**P5. Getting Social.**  
How Enterprise embraced  
social media



**P7. Going Global.**  
Hunting a global management  
team for Aliaxis

# Market view

**T**he autumn of 2013 has been an interesting and dynamic season within the UK HR and recruitment sector. ResourceBank has sponsored and taken an active part in several events including Innovation in RPO, EMEA HR Directors' strategy meeting, Human Resources Summit Brussels and "How to play the GenY game". These events have given us the opportunity to talk to many HR Directors throughout Europe and the views of these professionals, together with data from various economic surveys and reports, allow us to give the following market view on the key trends in our industry:

## Economic upturn

Most European economies are recovering from recession and the majority of companies are now talking of increased head-counts over the next few years. The balance between supply and demand is already creating key skill shortages in certain areas of IT, Engineering and Digital skills.

## Employer & Talent Brand

HR Directors are talking about their Talent Brand and how they can communicate and appeal to potential employees. Increasingly these discussions are focussing on the millennials/ GenerationY which is the key demographic for the future development in most commercial businesses.

## Project related outsourcing

While large global outsourcing deals are still being tendered, many progressive companies are realising that project related outsourcing provides more flexibility and enables them to react more quickly to customer needs.

## Social Media

Virtually everyone realises that social media has become a key communication medium for GenY (and many GenXers) and most HR functions are looking to how they use social media to communicate their employer brand and attract key talent to their organisation.

## Technology

Hand-in-hand with social media comes the drive to utilise and embrace technology to make service delivery within the HR and recruitment sectors faster, more efficient and effective.

These are the key topics that we have identified - and for this edition of the Source, we've featured articles on some of these key topics and hope you'll find them of interest.

If you have any views or questions on these topics we welcome conversation through our LinkedIn Groups or direct to me at address below. We also welcome suggestions and contributions of articles for each edition and look forward to hearing your views.



**Richard Pearson**  
Managing Director  
01952 281900  
info@resourcebank.co.uk



Sarah Hopkins, Director of ResourceBank Executive, gave a well-received presentation at "Playing the GenY Game", a seminar organised by Innecto in October 2013. Here is a condensed version of her presentation:

**P**ampered & Indulgent", "Trophy Generation" and "Expecting Instant Gratification"; this is how GenY or the "millennial generation" (born between 1980 and 2000) is often portrayed in the media. A mountain of research has been undertaken into what makes them tick. For instance, did you know they have more piercings and tattoos than any previous generation? However, from a business sense, GenY will be the foundation of the next three decades of employment and leadership within most companies throughout the world. How to attract and retain the best talent from this generation is a vital topic for any forward thinking business. Here are my views on what you need to be aware of:

### Flexibility

GenY want job flexibility in their careers. Virtual working appeals to GenY's sense of working and having a life - they tend to be more dismissive of 'face time' than other generations.

### Money

Salary is more important to GenY than older generations. GenYs leave education with significant debt and then their ability to purchase their own homes relies on demonstrating significant take-home pay to achieve a mortgage. They are happy to work longer hours in exchange for more money.

### Valued

GenY want to contribute to something that aligns with their personal values, have a job which

makes a direct impact and an actual difference to the business or society as a whole. Having been raised in an environment of constant praise and recognition from their parents, they are looking for continuing reinforcement and recognition - they need to "feel valued".

### Technology

GenY has been raised with technology - they are often described as 'digital natives' or 'tech dependent' and technology is integrated into their DNA and their daily lives. They will not be impressed by businesses that are not web and technology savvy. From a recruitment perspective, they are natural users of job boards and social media is their second favourite media for job-hunting. They also use social media to research organisations and company culture, and will make snap decisions on a potential employer based on the impression of their website/social media channels.

### Loyalty to number one

We need to appreciate that GenY are loyal to their own aspirations rather than to a company. They have seen their parents often loyal to one organisation and then become victims of downsizing. They expect to change job every 2-3 years but are also not afraid to re-join companies that they've left. Encourage them to develop, understand if they want to leave, invite them to an "Alumni Community" and keep an open door to welcome them back.



**Mentors not bosses**

Career progression & personal growth is very important to GenY. They value life-long learning and want an employer who can offer that.

However career progression conversations will often stretch beyond their current organisation so don't be afraid to talk to them in this way. Their ideal boss is a coach or mentor, not a dictator. Social relationships with mentors and colleagues is important too; GenY have blurred lines between socialising and work. They want to be part of a team, have fun & make friends.

**Open Communication**

GenY don't respond to blatant selling – or pushy recruiters. They like to find out information, mostly through the web, but also like to talk and discuss opportunities in an open way. Senior managers need to be open and communicate freely – your leaders need to promote themselves and your business through your website, LinkedIn and Twitter – and many progressive companies use “talent beacons” (role models who potential and new employees can identify with and visualise themselves in that position) and encourage those beacons to spend an hour a day communicating on intranets, websites and social media.

**Quick to give feedback**

GenY has grown up with Trip Advisor and Facebook and are happy to give positive and negative feedback online. They are strong networkers and will listen to recommendations about future employers from friends, colleagues & alumni. This is apparent on websites such as Glassdoor (which is US focussed but you should all keep an eye on). Earlier this year, Dish was widely reported as the “The Worst US Company to Work For” following poor feedback on Glassdoor. In the UK, online feedback is now very common on Facebook Careers pages – which are full of comments such as “I applied two weeks ago but have heard nothing – get your act sorted.” It's so important to respond quickly to applicants from GenY.

For example, all unsuccessful applicants to World Duty Free Group (a ResourceBank RPO client), are informed quickly that they have been rejected and given full feedback on the reasons why. Quick, honest feedback is vital to GenY.

**Sarah Hopkins**

ResourceBank is helping companies throughout the business community to develop talent management and attraction strategies which reflect the demands of GenY. Here are our top 5 tips on things to remember when targeting GenY. ■

1. Be open, honest & clear – and use a multi-media strategy
2. Provide examples and beacons
3. Link careers and lifestyles – provide flexibility and choice
4. Mentor and Coach, don't dictate - don't judge GenY by your own values
5. Keep door open, maintain contact through Alumni community and treat as a talent pool.

**Which of the following things do you believe make an organisation an attractive employer?**



Base: All

# Don't outsource the problem

## how to use RPOs...

Greg Allen, Global Head of Resourcing for Lloyds Register, gave a presentation at the Innovation in Recruitment summit in September 2013 outlining how he works with RPOs to meet the developing needs of his business.

**“Don't outsource the problem”** was the first piece of advice provided by Allen to the audience of HR/Resourcing directors and managers. You need to take a holistic view of your business, your needs, key issues and processes and decide, with other stakeholders, how best to solve each one. When Allen joined Nokia, there was a perception that the incumbent RPO was not delivering on key technical positions. Allen re-drew the recruitment process, trained the line managers, delivered broader channels to market and set tight KIP's to the RPO and saw the numbers of successful hires increase by 10 fold in the next 6 months, saving over £1 million in the first year.

**“Big is not better - outsource on a project basis”** Allen's experience has led him to avoid very large RPO contracts, and instead outsource specific projects under tailored terms which reflect the needs of that project to partners with the most appropriate skills. Allen has successfully operated with five concurrent RPO contracts to reflect the specific needs of individual skills/projects within his business. This project-related outsourcing gives more opportunities for trialling new methods, new suppliers and encourages performance and innovation.

**“It's not about cost”** Many businesses and RPOs make a fundamental mistake of believing that cost is the key factor in managing the recruitment process. For any business, the quality of candidates recruited will have a bigger impact on the profitability of the organisation than the price of the RPO. Recruitment cost is not an issue at Lloyds Register, whose focus is all about recruiting the best candidates in the market. Recruitment effectiveness is measured on the number and quality of candidates recruited, whether they pass probation, whether they

stay long term and ultimately whether they perform and are promoted to higher roles. The profit that these individuals will generate for the business far outweighs any savings to be made in recruitment cost.

**“View your RPOs as strategic partners, not slaves”** Allen believes in treating RPOs as a strategic partner – keeping them informed of the business' future strategy and asking them to bring ideas and solutions that could help move the business forward. Markets change and business requirements change, but the RPO will have a better view on what is happening within the candidate market place.

“Big is not better - outsource on a project basis.”

**“Don't be afraid to try out new ideas”**

There is a temptation for businesses to stay within the safety net of standard operating procedures because its what their business has always done. In one area of the Lloyds register business, the vast majority of candidates were rejected prior to/after interview. Line Managers were looking for a high level of qualification and experience as that is what had always traditionally been required for the role. Allen instigated a change to the process, removing managers from the interview process and introducing a “no notice period in month one”. This got the candidates into the business allowing them to demonstrate their abilities to managers in a work setting. Alternatively, managers could earn a “Licence to Hire” – by undertaking training in interviewing and candidate care – and then they could be involved in the recruitment process.

**“Embrace tools and technologies”** While traditional recruitment techniques can never be replaced by technology, Allen was a big supporter of client and RPO working together to adopt tools and technologies that improve the recruitment process and talent attraction strategy. He encouraged the adoption of social media (in particular LinkedIn), video interviewing, passive candidate pools, CRM systems and competitor tracking. Empower your RPO to develop and maximise these tools so the best candidates can be identified for the business.

Allen's key tips prompted much discussion amongst the audience of HR Directors and Managers. At the wrap up session, several agreed that they would look at adopting many of Allen's ideas, in particular the use of RPOs for specific projects and the introduction of a “Licence to Hire” for line managers. ■

**Greg Allen is an experienced recruitment professional, having worked in the industry since the early 1990s**, initially for recruitment agencies, then for an RPO and finally moving in-house and working for leading employers including Symbian Software, Nokia and Lloyd's Register Group. Nominated as Recruiter of the Year in 2011, Greg has significant expertise in working with a number of recruitment partners to develop innovative solutions that deliver results for the employer organisation.



**Greg Allen**  
Global Head  
of Resourcing,  
Lloyds Register



# Getting Social

## how Enterprise embraced social media



**Ashley Hever, Talent Acquisition Manager for Enterprise Rent-A-car UK, gave a presentation at the Innovation in Recruitment summit in September 2013 outlining how he has shifted to a Social Media driven recruitment strategy – and increased candidate quality and retention as a result.**

**E**nterprise has become the largest car hire business in the USA and rapidly growing throughout Europe. Enterprise employs over 3,600 staff in the UK and recruits primarily through its highly acclaimed Graduate management training scheme – which has an intake of around 700 graduates each year. Historically the business used traditional recruitment techniques including open days at Universities, advertising on job-boards, recruitment agencies and an internal recommendation / referral scheme. By the start of 2012, it became apparent to the UK recruitment manager, Ashley Hever, that other graduate recruiters were making more effective use of Facebook and Twitter to raise the awareness of their employer brand and build relationships with talented candidates. Hever brought this issue to the Enterprise Board and, despite a lack of understanding of social media, the Board put their trust in Hever's judgement and authorised him to shift attention to social media.

Hever scoped out a long term project plan and ran training sessions for all of his recruitment team. The plan had seven clear stages as follows:

**Trial** – pick one key talent segment to try-out social media activity and create proof on concept.

**Create** – set-up a “hub” – in Enterprise's case they set up a dedicated UK careers website which acts as the focal point for all social

activity. Enterprise also created dedicated careers pages/accounts on Facebook, Twitter and Youtube.

**Beacons** – identify and train talent “beacons” within the business – for Enterprise they encouraged line managers and recruitment staff to interact on social media and write content (see below).

**Write** – Enterprise involved all their key stakeholders in a content planning exercise – getting staff and students into a room to discuss and identify what content would be of interest to potential employees. Individuals were then given responsibility to write content with an overall editorial control from Hever.

**Plan** – A 6 month content plan was created to tie-in with key dates within the graduate calendar, and appropriate content planned.

**Engage** – Actively manage and engage the target communities, ensuring that any replies or comments are replied to, liked or interacted with.

**Measure** – Monitor and measure activity to see what is working, what content gets the best results and adjust the overall content plan accordingly.

The social media project commenced in November 2012 and, within 9 months, was delivering the following positive results:

- 10% increase in website visitors

- 819 Facebook likes, 1,167 Twitter followers
- Better quality / more relevant applicants – 28% increase in applications to hire ratio
- Increase in staff retention rates through probation
- Pride in Employer Brand
- Reduction in job board, advertising & recruitment agency spend

In addition, the social media project has won several awards for Enterprise, including the TARGETjobs Graduate Recruiter of the Year and the Association of Graduate Recruiters (AGR) Best Digital Recruitment Strategy. These awards, and the success of the social media project, had given excellent publicity and positive PR for the business, enabling Enterprise to attract and retain even better quality candidates to drive the future growth of their organisation. ■





RESOURCEBANK EXTRA

# Staff Assessment Case Study

# Supporting Restructuring

ResourceBank ran an outsourced project to assess nearly 2,000 staff within 6 months to support a major restructuring exercise at Balfour Beatty.

THE COMPANY

## Balfour Beatty

### Balfour Beatty

Part of Balfour Beatty Group, Balfour Beatty Construction Services UK (CSUK) is one of the UK's largest commercial construction companies. It provides an extensive range of construction services employing more than 2,400 professionals nationwide.

### THE CHALLENGE

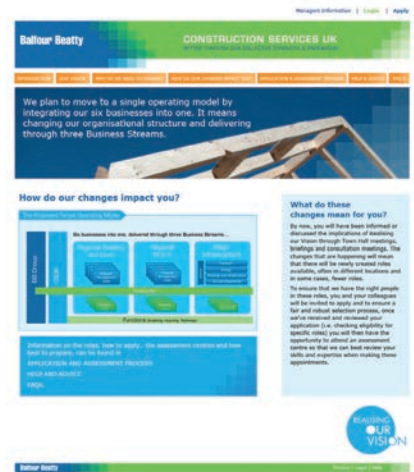
Balfour Beatty Construction Services UK (CSUK) needed to undertake a restructuring exercise in order to realise their vision of transforming CSUK to be a more integrated business that operated in the most agile and efficient way. The overall aim was to realign the business with new values, capabilities and competencies and to create a new fully integrated structure. It was expected that head count would reduce from approximately 2,850 employees to 2,350. CSUK required a partner to manage this significant project within a six month timescale. The partner would be expected to design and develop a fair and consistent assessment process for each tier, clearly aligned with defined capabilities, values and behaviours and then manage the entire assessment process for each tier within agreed timescales, whilst ensuring all employees were fully informed, supported and treated fairly throughout the process.

### IMPLEMENTATION

ResourceBank were appointed as the key partner to CSUK with the role of designing, co-ordinating, managing and delivering the entire staff assessment project within a six month timescale. A central website was designed and created by ResourceBank to communicate key information to all CSUK staff, and to provide an online application system which linked to the ResourceBank database, enabling candidates to view the job roles they had been pooled for, access helpful advice and guidance on how to apply. The assessment process and materials for all tiers and job functions were defined, agreed and created by ResourceBank. CSUK managers and HR teams were briefed on the assessment process and required outputs whilst given active and on-going support by the ResourceBank team. ResourceBank sourced, screened and inducted a network of 55 external Associate Assessors located nationally in order to cover all Balfour Beatty CSUK regional hub locations. The team then managed the allocation, on-going briefing and scheduling of all external and internal Assessors. The entire end-to-end process was managed and co-ordinated by ResourceBank; from the design of the assessment process, the creation of questions, assessment exercises, marking frames and briefing guides, the scheduling and management of assessment days, the co-ordination of assessment results and the delivery of detailed reports for each tier, function and location culminating in a comprehensive project handover report and presentation. The project was completed on time, within six months and under budget. ■

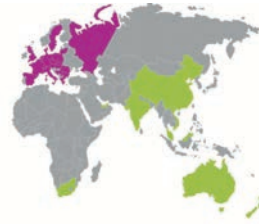
### Key facts:

- DURATION:** June - Dec 2012
- SIZE:** 1,733 applicants
- SCOPE:** All employees below Board level (tiers 3-6)
- SERVICE:** Design and management of staff assessment
- FUNCTIONS:** Marketing, HR, Finance, IT, Legal, Procurement, HSE, Business Efficiency, Business development, Administration ++
- RESOURCE:** Core team of 10 with 55 associate assessors



# Sourcing a global management team

ResourceBank has searched for and placed key executives across three continents who are actively implementing a new management model to drive growth in a global business.



## THE CHALLENGE

Historically Aliaxis has operated as a 'light touch' decentralised organisation with the global headquarters in Belgium focussing primarily on financial management. The responsibility for business operations lay very much with the management teams of individual brands in specific countries

Recently, Aliaxis embarked on an ambitious growth plan with the aim of significantly increasing the size of the business within five years and extending its global footprint. In order to drive sustainable growth and develop a more integrated business, the company established a new operating model.

This new model involved a strengthened corporate centre and a regional management structure; with enhanced functional expertise to develop best practice, share knowledge and drive synergies. For this new operating model to be successful, Aliaxis needed to attract and appoint new Executives with experience of working within a strong regional/functional matrix management model.

These Executives were needed throughout the world – Europe, Australasia, Asia and North America – and Aliaxis needed a Search partner who could operate on a global basis in order to source the high quality of candidates that they required.

Following some successful senior assignments for Aliaxis HQ in Brussels, a new recruitment challenge (Managing Director for a key operating company in Australia) required a focussed Search campaign so RBE were given this role as a challenge to demonstrate their capability on a truly global scale.

## ACTIVITY AND OUTCOME

Jane Longworth, Senior Consultant for RB Executive, led the campaign. "We researched the Australian market, profiled key target companies, identified possible candidates and undertook selective advertising to develop a list of potential candidates who were approached and engaged by phone and then interviewed via Skype. We have a deep understanding of the Aliaxis culture and business so were able to promote the opportunity to the candidates in an insightful and knowledgeable manner. The time difference was not an issue – we just ensured we were working Aussie hours". A shortlist of four candidates was submitted to the Regional Managing Director for Australasia who was pretty impressed ("I've never had such a strong choice of candidates") and, after a local selection process, the best candidate was appointed.

The RB Executive team demonstrated its capability with the Australian campaign and have since managed more than 10 Senior Executive searches for Aliaxis in locations as diverse as Belgium, France, India, New Zealand, Australia and the UK. The same team has worked on all the searches so they have a clear understanding of the Aliaxis vision and can ensure candidates match the values and have the skills required to forge a successful career with the business.

## THE COMPANY

### Aliaxis



Headquartered in Brussels, Aliaxis is a worldwide group of businesses dedicated to the manufacture and sale of plastic fluid handling solutions for construction, industrial and public utility applications. Aliaxis has become a world leader in these markets through organic growth and particularly through acquisition. Today, worldwide it has over 100 companies, operates in over 40 countries and employs more than 14,000 people.

## Key facts:

**DURATION:** 2000 - ongoing

**SCOPE:** Executive Recruitment

**SKILLS:** Manufacturing operations, finance, HR, marketing, sales, procurement and IT

**SERVICE:** Search and Selection

**COUNTRIES:** UK, France, Belgium, India, Australia and New Zealand

## THE ALIAXIS VIEW

ResourceBank's knowledge of our business and their understanding of our strategy has meant that they have been able to identify, attract and secure candidates who have brought with them expertise of international business processes and new methods and ways of working that are driving our business forward."

"RB Executive have proven themselves adaptable and reliable in a wide range of disciplines and locations, sourcing candidates in countries as diverse as New Zealand, India, Belgium and France. We are confident about their delivery and would recommend them to anyone wanting to attract and recruit Executive talent on an international basis." ■

### Phil Herbert

Chief HR & Communications Officer  
Aliaxis Group

## Using Lego to highlight issues

ResourceBank was a Silver sponsor of the Innovation in Recruitment summit in London on the 19 September. The event examined the latest strategies in RPO and digital recruiting and what innovation looks like for the RPO industry in an era of ever changing technology and emerging social media.

ResourceBank embraced the innovation theme and, based on some creative problem-solving techniques we had used at our own staff conference earlier this year, we asked visitors to review their HR challenges using LEGO. We had pre-labelled custom LEGO bricks with common HR problem and visitors selected the three most pressing issues for their business. These issues were then built into a pyramid incorporating the two most appropriate ResourceBank services, the ResourceBank company brick and topped with a personalised lego figure to remind them that people are at the heart of all HR issues.



## Talent screener halves admin time

The use of an online talent screening tool has halved the time needed to screen Customer Service Assistants at ResourceBank client World Duty Free Group (WDFG). Also, due to its use of personality questioning, it has increased the suitability of candidates invited to assessment days, thus increasing the effectiveness of these days and reducing time wasted interviewing unsuitable candidates.

Unlike other simple web-screening tools, the bespoke ResourceBank Talent Screener focuses on cultural values and organisational competencies. ResourceBank Client Development Director Melody Hermon explains "A year ago WDFG identified the key individual values, behaviours and competencies that they wanted throughout the organisation. All recruitment is now focussed on identifying and bringing in individuals who demonstrate these values rather than fit for specific jobs. WDFG receives around 35,000 job applications each year and the Talent Screener asks behavioural questions of each applicant and scores them for match with the WDFG values and their focus on the customer. On volume positions such as Customer Service Assistants, the Talent Screener has been very effective at ranking the most suitable candidates high and enables us to prioritise those and filter out candidates with low matches.

Prior to the Talent Screener, we relied on subjective views of customer service culture through CV and screening to filter/rank candidates prior to interview but now the Talent Screener is an objective measure of cultural fit, a wider range of candidates are being put forward, increasing diversity and improving quality.

Talent Screener can be adapted to meet a wide range of personality and behaviour questioning and can be a great benefit to companies with a clear value-set that recruit volume numbers of staff.

## Pitney Bowes new office

Richard Pearson, ResourceBank Managing Director, and Simon Gomez, ResourceBank Key Account Manager for Pitney Bowes were delighted to attend the opening ceremony of Langland's House, Pitney Bowes' new office in Harlow on 8th October. Langland's House is the new home for 175 telesales, customer loyalty and technical sales training staff for the \$5.3 billion global technology organisation.

Patrick Jelly, UK Managing Director of Pitney Bowes and Linda Pailing, Chairman of Harlow Council cut the ribbon and declared the office open in front of an audience of local dignitaries. Patrick Jelly said: "We are



delighted to be relocating our employees to comfortable and sleek new premises. We're proud to continue playing a key role in the local Harlow community and are excited to settle in to our new location."

As a result of the move the company donated furniture to 28 businesses, sports clubs, charities and schools throughout Harlow.

ResourceBank has been the chosen UK recruitment partner for Pitney Bowes since 2009, providing an embedded on-site resourcing team based at the Hatfield office.



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