

..... Reaching the

FINAL RUNG

.....

A group of leading HR Directors attend industry seminar to address the issues that are still evident in boardroom gender equality.



FEATURED IN THIS ISSUE...



P4. Market insights for 2014
We have launched our first Market Insights Guide



P7. The White Company
Enhancing employer brand values



P8. Best Company
ResourceBank achieves one star accreditation



Reaching the final rung... MAKING IT A REALITY IN 2014

Three years on from the ground-breaking **Davies Review** there continues to be good progress made, with greater female representation in the boardroom of the UK's top companies and a growing recognition of the benefits to business, the economy and wider society

This is backed up by the latest Government report on gender in boardrooms, which found women now hold a fifth, or 20.7%, of board positions in FTSE 100 companies, which is up from 17.3% in April 2013 and 12.5% in 2011. So the Davies Review target of 25% by 2015 is within sight but now is not the time to be complacent, as there are still only four female CEOs amongst the UK's 100 largest companies.

Commenting on the latest data released, it is clear that Lord Davies is impressed with the rate of change over the last three years but for further progress to be made continued focus is still very much required. There are still some companies with no female directors on their boards – so the debate remains – is the voluntary approach the way to continue or should regulation come into play?

A recent seminar for senior female HR executives, hosted by ResourceBank and Innecto Reward Consulting, invited the attendees to consider how they can make that final step up the ladder in 2014 while at the same time challenging some of their own working behaviours and attitudes. This event, held at The Savoy in London, focused

on some key areas with the aim of each attendee leaving armed with constructive ideas to make the final rung a reality.

With market predictions showing that by 2025 women will make up 60% of all graduates, make 80% of consumer decisions and own 60% of all global wealth, the encouragement and mentoring of those on lower rungs of the career ladder is key. In that strive for the top, it is imperative to bring other women up too – so lead by example and act as a sponsor and/or mentor to other women within your organisation or networks.

Another key focus, even for this executive level audience, was the need to secure their own mentor or sponsorship. Gender wasn't important but the message was clear, proactively seek this out and develop it – self-promotion is the name of the game. With that in mind, the event reviewed how this can often be an issue, even for the most ambitious. Many successful women still ask the question "Why am I here?" rather than accepting they've achieved their success because they're good at what they do.

A recent global study by McKinsey found that CEOs believe the top four attributes for leadership success are intellect and



Little things can make a big difference

- » Make some small positive actions and reap the rewards....not just for yourself but for other women in your organisation / sector.
- » Done is done enough.
- » Take a step back and look at yourself objectively - appreciate your position in the market and value to your current and potential employers.
- » Invest in yourself - a sponsor can really enable the 'Tipping Point' to be reached for many women.
- » Push yourself out of your comfort zone to promote yourself e.g. public speaking – if you are invited to a conference platform accept!
- » Look at the opportunity to move sideways and develop your broader commercial skillset.
- » Lift as you climb – lift others with you as you climb the ladder.

stimulation, inspiration, participatory decision-making and setting expectations and rewards. As these attributes were most commonly found in female leaders, it begs the question, why are there so few on the top rung?

So what holds women back?

Compared to their male counterparts, women generally tend to lack self-belief and confidence which leads to a more cautious approach to career opportunities and, if they do have these attributes, women are inclined to be too modest about their abilities. This stems from gender conditioning as girls and boys have similar ambitions and attitudes, however, as they go through puberty, girls reduce risk-taking. They work hard and get good results waiting to be picked for the next role and this pattern of behaviour is replicated in the workplace, whilst men put themselves forward for promotion, even if they are not quite up to scratch. If a man has got 40% of what it takes to do a job, he knows he is ready for the move – a woman will wait until she is pretty much perfect and then think 'Am I ready for this?' These embedded mind sets, both individual and institutional, are all too often one of the most limiting factors in women reaching the top. So it's key to

rethink these as not everything needs to be completed to perfection - "Done is done enough". That old adage of stepping out of your comfort zone was discussed, e.g. taking on projects that will really challenge -so taking a risk but with the goal of changing the perception of your colleagues, peers and those at the very top.

Last but by no means least was the group's recognition of the second generation gender, and even racial bias, which is still so evident in today's commercial world and the importance of challenging this at the most senior level as and when it is experienced. It is very clear that there is a real onus on women at the top to encourage a strong strategic intent to

continue to tackle this issue!

With the Davies Review target date of 2015 now less than a year away, it is important to consider that continued action and promotion such as seminars like this ResouceBank/Innecto one, are needed to sustain the cultural shift seen in recent years. A true measure of success will be the continued positive trend of creating more gender balance at board level long past next year's deadline. ■



For advice on diversity and other HR topics contact

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“A good reminder of the current issues and a chance to listen to and share ideas in an open forum. It's very easy to be so bogged down in the reality of our daily lives, that we occasionally need to step back and remind ourselves of the issues that we've faced or the positive experiences that we've had in our own careers and think about how we use our experiences to lift others as we climb.”

Andrea Sutherill,
Head of HR Operations, UK/ROI,
Pitney Bowes Limited

Market Insights for 2014

The end of 2013 saw numerous reports published outlining trends within the UK economy and the recruitment outlook for 2014. ResourceBank has launched our first Market Insights Guide, so you have all the key facts from these reports at your fingertips, giving a top line analysis of economic and labour market data in the UK plus HR and talent issues and trends for 2014.

UK growth is fastest over next 2 years

Announced in the Chancellor's Autumn 2013 statement, the Office for Budget Responsibility has upgraded its growth forecast for the British economy to 2.4% in 2014, which drops slightly to 2.2% in 2015 before increasing again in 2016 (2.6%) and 2017 (2.7%). In addition, the EU's Autumn Report predicted that Britain will have the fastest-growing economy among the major European countries for the next two years.

All sectors now growing

Q3 of 2013 marked the strongest period of growth in more than three years, with services, construction and manufacturing all expanding. This trend is set to continue with the latest forecasts from the Markit/CIPS UK Purchasing Managers Index showing a strong outlook for both construction and manufacturing. The British Chamber of Commerce sees increases for Construction (+4.1%), Services (+2.8%) and Manufacturing (+2.0%) in 2014.

Employment levels continue upward trend

Surveys of UK employers, from both the CIPD and Manpower, show that it's a very positive outlook for employment. The CIPD survey has a +24 labour market outlook (up from +14 the previous quarter), which is the highest positive stance from employers since this survey started in 2005.



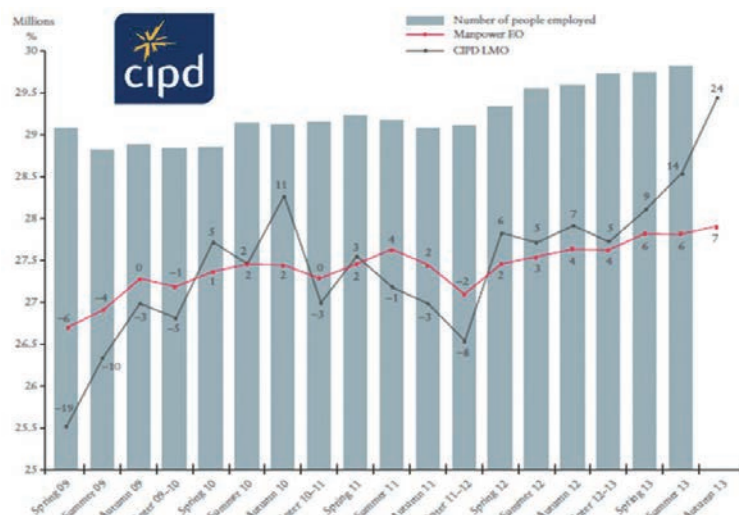
“The economic outlook is very encouraging but this will bring new HR and recruitment challenges to many businesses.”



Mike Ellingham
Marketing Consultant
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Correlation between Manpower and CIPD surveys

Base: Autumn 2013, all LMO employers likely to recruit or make redundancies in the next quarter (n=649)



Regional and sector employment variations

The CIPD survey shows that confidence is highest among employers in the south-east of England (+35) with employers in the Midlands also remaining confident (+34). In contrast, many employers in the north of England will be looking to contract their workforces (-5). Employment intentions are particularly strong in manufacturing and production (+39) and the wholesale, retail and motor trade sectors (+51).

Social Media leads the way in recruitment strategy

The annual social recruiting survey by Jobvite reported that 93% of companies surveyed now use LinkedIn as part of their recruitment strategy. The survey also shows that 73% are planning to increase investment in social media to support their recruitment in 2014.

Key recruitment issues identified for 2014

As part of developing this guide we analysed all client feedback in Q4 of 2013 to determine which "issues" were the most prevalent amongst HR Directors. Resource shortage was the most common, and secondly, companies struggle to implement effective processes to support these leaner teams as they have not updated their systems and technology. Social media was the third issue, with many knowing they need to embrace social networks but unsure of the best way to manage this. We go some way to addressing this with our article on page 6.

Download the full report at:

www.resourcebank.co.uk/news-detail/Resourcingtrends2014 ■

Next edition of Market Insights Guide published Summer 2014.



With a heritage spanning over 90 years and over 2 million customers globally, Pitney Bowes Inc. is the world's largest seller of postage meters.

Embedded Talent Attraction

An embedded talent attraction team has achieved significant cost savings, a robust recruitment process and comprehensive reporting for Pitney Bowes in the UK.

THE CHALLENGE

Pitney Bowes employs over 2,300 people across the UK and, with just a seven-strong recruitment team tasked with reducing cost per hire and the number of agencies used, they required a flexible and scalable strategy provided by a single, dedicated team. Due to the cost savings we could implement, the quality of our e-recruitment solution as well as endorsements from current clients, ResourceBank was appointed in 2009 to provide this team.

There were a number of elements that needed to be addressed and getting up to speed as quickly as possible was absolutely key. The immediate challenges included reducing the cost and time to hire as well as the dependency on recruitment agencies. There was also a requirement to implement an automated online recruitment authorisation system and introduce a UK careers website.

THE RESULTS

Initially the onsite team handled permanent and interim recruitment for all vacancies up to manager level across the majority of Pitney Bowes business divisions. In addition to developing a comprehensive sourcing plan, we carried out pre-employment screening, ran assessment centres, issued offers of employment and provided regular reports on overall processes, trends and results.

Our expertise enabled us to 'hit the ground running' and within two weeks of being appointed we had launched a fully operational front-end e-recruitment interface on the Pitney Bowes website. This was linked to a recruitment database and enabled us to deploy efficient candidate tracking systems and processes.

We also employed three former members of their in-house recruitment team so that we had the knowledge and cultural awareness to ensure our RPO solution would be a complete success.

The team is now firmly embedded and work as an integral part of the UK's HR team. Our efficient, user-friendly systems have greatly improved the recruitment process and we've made a huge difference to both the amount and availability of key management data. The cost and time per hire have significantly reduced without compromising candidate quality. We have also covered ad-hoc projects within Europe, focusing on France, Germany and Sweden.

In 2012 ResourceBank was awarded runner up in the 'Best Embedded Recruitment Team' category of the National Recruitment Awards. ■

Key facts:

DURATION:	Recruiting since 2009 New contract agreed September 2013 for further two years
SIZE:	479 vacancies managed in 2013 1917 since 2009
SCOPE:	UK permanent & contract recruitment
SKILLS:	All head office functions plus engineering/service, telesales, field sales
SERVICE:	Fully embedded onsite team based in European HQ managing end to end recruitment process
RESOURCE:	Team of 7



For more details of Pitney Bowes and other RPO solutions contact
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Before	After
HIGH AGENCY DEPENDENCY	BLENDED ONSITE AND OFFSITE TEAM WHICH INCLUDED TUPE TRANSFER OF 3 PITNEY BOWES EMPLOYEES
INEFFICIENT RECRUITMENT PROCESS	ONE END TO END PROCESS
LIMITED EMPLOYER BRANDING	LAUNCH OF UK CAREERS WEBSITE TO PROMOTE BRAND
HIGH COST TO HIRE	GREATLY REDUCED RECRUITMENT COSTS

Get the most from using social networks: Top tips for HR Directors



Our recent Market Insights Guide has identified the key recruitment issues for many HR/Recruitment Directors. High on that list is the need to fully embrace the use of social networks. This article focuses on LinkedIn and how to maximise your investment in terms of both time and money to create a real impact.

Why LinkedIn?

LinkedIn is one of the world's top 20 most visited websites with 225 million+ members in over 200 countries with 20 million in Europe, 5 million of which are in the UK. All members have the ability to search on companies, skills, job titles and functions, so the importance of having an up to date personal and company profile with relevant and current content is clear. So the potential of LinkedIn, as a tool to increase your commercial networks, promote your business and build employer brand awareness, really is unlimited.

The Advantages

LinkedIn allows you to promote both your personal and company brand, develop professional networks to share and obtain knowledge, as well as creating a forum for regular contact with all your connections. You can follow companies of interest to your business, competitors to track their latest market activities, as well as requesting endorsements and recommendation from your network of contacts.

Build Brand You

Firstly the basics - a professional photo, your current job title, employer and contact details and also a summary that covers your experience, projects and achievements. Ensure your career history, not just your most recent role, is covered. Remember that your personal profile is never used in isolation as it will always be aligned to the company you work with.

Once the basics are in place, focus on identifying individuals you wish to connect with, remember you can further broaden your network to reach 2nd and 3rd level connections. Join a variety of industry related groups - then actively and regularly contribute to them, at the very least 'Like' comments made by other members. Also use groups to request information and initiate your own discussions and consider creating your own group - all with the aim of becoming a top influencer within your area of expertise.

Your Company LinkedIn

You should ensure the strategy of your business includes proactive development of your company LinkedIn profile as a tool for

candidate attraction. Utilise groups and status updates to communicate opportunities within your organisation, but don't use a group solely as a forum for promoting vacancies as these are not that popular. And, if you're looking to develop your employer brand, then company profiles need constant focus. Regular and relevant content should be added related to your industry as well as your business, plus slideshares, video and comment from key employees and senior management too.

Enhanced Options to Network

LinkedIn offers solutions to increase your opportunity to interact with your target audiences and these include customised advertising and dedicated careers pages as well as proactive sourcing and opportunities

to build your talent pipeline. Subscribing to these is a serious investment so a clear usage policy and full buy-in from all relevant staff and management is the only way to ensure it is money well spent.

What Next?

It's one thing embracing social media and immersing yourself into this way of networking but there are a few things to consider to ensure the impact is maximised, such as:

- » Conduct an audit of your company's social media footprint before taking any action.
- » Evaluate and choose the right platforms for your business.
- » Ensure your company has a social media policy in place as well as clear guidelines for content control. ■

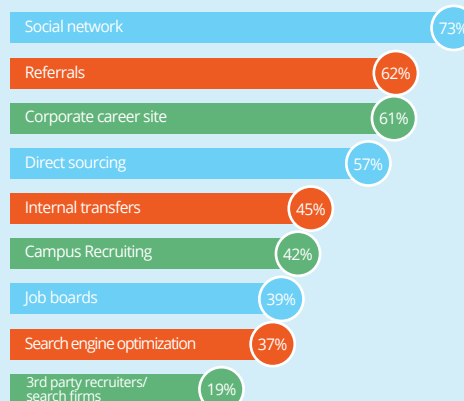


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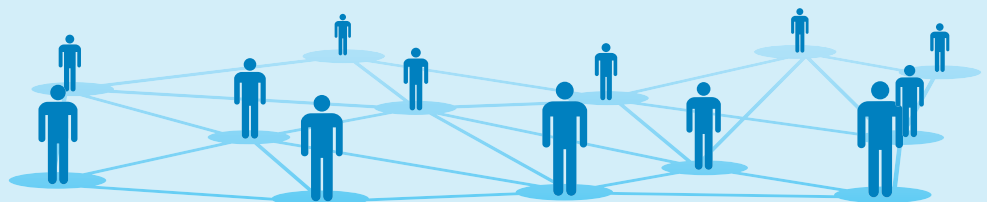
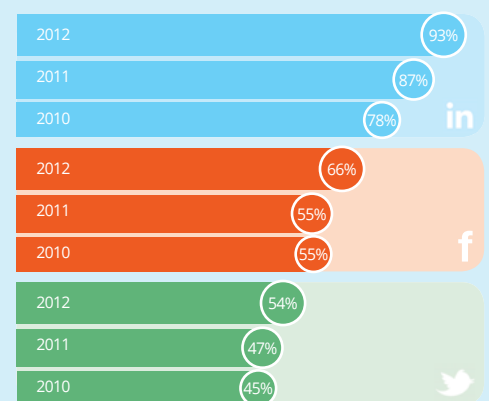
Your LinkedIn Profile Checklist

- » Get the basics right
- » Relevant, interesting content
- » Showcase your employer brand
- » Intelligent promotion of jobs
- » Encourage referrals
- » Active in industry groups
- » Like and Share

Do you plan to increase your investment in any of these candidate recruiting sources in 2013 compared to 2012?



Most popular social networks being used for recruiting:





THE COMPANY
The White Company



The White Company was founded in August 1993 to specialise in supplying affordable, stylish, white, designer quality items for the home. What started as a 12 page mail order catalogue has evolved into one of the UK's fastest-growing, award-winning multi-channel retailers with £125m annual sales, a passion for customer service and over 1000 employees.

Employer Brand Champions

ResourceBank implemented an RPO which not only coped with a massive volume of applicants, it improved process time, cut costs and significantly enhanced employer brand values.

THE CHALLENGE

When The White Company decided to ramp up its store opening programme during 2009, they knew that they would be inundated with applications. They needed a recruitment process which would handle all applicants quickly and efficiently as well as identifying candidates who had a passion for quality design and customer service. An outsourced solution was the most cost effective and efficient strategy to manage this challenge, and would free up the internal HR teams to focus on adding value to the business itself.

THE IMPLEMENTATION

ResourceBank had previous experience of operating high-volume retail recruitment and proposed an initial outline process as well as appointing a fashion retail recruitment specialist to run the programme, based on-site with The White Company in London. This appointment was critical to the success of both implementation and the subsequent recruitment programme, as he was able to quickly understand the dynamics of the business, appreciate The White Company brand and tailor processes to match the company's needs.

The ResourceBank recruitment team manages an end to end process and the service is flexible

and tailored to meet the needs of appropriate positions. The team has worked with The White Company HR and marketing to ensure their brand values are reflected in all recruitment activity. They have created a dedicated careers website and driven traffic so effectively that the majority of retail roles are filled by candidates applying directly to The White Company careers website – creating significant savings on advertising spend.

THE OUTCOME

The White Company recruitment team has now handled nearly 20,000 applications, conducted over 1,600 interviews, and filled nearly 550 roles. This RPO has increased efficiency, saved time and streamlined the entire recruitment process.

Key facts:

DURATION:	Nov 2009 - ongoing
SIZE:	180 hires per annum
SCOPE:	All UK Permanent Recruitment
SKILLS:	Retail, Buying, Customer Service, Merchandising, IT/e-commerce
SERVICE:	White label, on/off-site RPO, direct application management
RESOURCE:	Team of 3

But most importantly, ResourceBank has demonstrated that an external organisation is more than able to assimilate itself into a business with such a unique brand ethos, forge strong working relationships and recruit high quality candidates to a huge variety of roles. ■

Before	After
INTERNALLY MANAGED RECRUITMENT	ONE PROCESS MANAGED BY RESOURCEBANK
LARGE VOLUME STRETCHED RESOURCES	APPLICATION RESPONSE RATE UNDER 1 WEEK
VARIED CANDIDATE EXPERIENCE	90% CANDIDATE SATISFACTION
HIGH ADMINISTRATION COST	30-40% REDUCTION IN RECRUITMENT COST
NO SPECIFIC EMPLOYER BRAND	EMPLOYER BRAND STRATEGY & WEBSITE
UNCLEAR RECRUITMENT STRATEGY	SUITABLE APPROACH FOR EACH POSITION

Best Company to Work For 2014



ResourceBank has achieved a 1 Star Accreditation in the 2014 listing of The Best Companies to Work For.

Best Companies have been producing the Accreditation standard since 2006 to acknowledge excellence in the workplace. Their methodology includes independent and confidential employee surveys focusing on eight key areas: leadership; managers; personal growth; wellbeing; working in teams; giving something back to society; engagement with their job and organisation and how satisfied individuals are with their pay and benefits.

Like every organisation, by conducting this employee survey ResourceBank was able to gain valuable insight into the needs of its staff.

Sarah Crocker, Client Solutions Director for ResourceBank, is delighted with this latest achievement for the business,

“ We entered Best Companies in order to benchmark ourselves against others, and to gather objective feedback from our employees. We were really pleased almost all our employees completed the survey and delighted to be awarded 1 star accreditation. We will now use the results to build upon and improve our workplace engagement.”

A warm welcome to a new team member for ResourceBank Executive



Emma Taylor joined the ResourceBank Executive team in early April as an Executive Search Consultant.

She has a wealth of recruitment experience having most recently been

focused on recruiting for senior HR roles and other executive level assignments. Emma began her recruitment career as a consultant specialising in HR before progressing on to head up three UK regional teams.


Utilising this extensive experience, Emma will be working senior level role campaigns at Resource Bank, with a particular focus on HR.

Stop press... Stop press...

Latest Project Updates

 ResourceBank Executive has successfully completed a challenging search campaign for a UK sporting giant. This globally respected business needed to find the best Customer Services Professional in the UK. We were able to provide a shortlist of candidates from leading businesses within industries such as retail and financial services and, following an in-depth interview process, the leading candidate has accepted an offer and will start shortly.

ResourceBank Executive has also been retained by a global leisure brand to undertake a head-hunt campaign for a senior role, to be responsible for developing their training accreditation business. This is a new client for ResourceBank but their Interim HR Director has utilised our services in his previous company and asked us to pitch as we had performed so well in the past.

 We have completed a challenging staff assessment project for an international online retailer, who needed to rationalise and restructure the management of their logistics department. ResourceBank designed, developed and managed the internal assessment project, the successful completion of which has enabled this customer to restructure the department, making them more competitive and responsive.



Sport Relief 2014

ResourceBank took up the Sport Relief challenge with a number of events.

These got off to a great start in the Telford office with a 10am cross country event, as well as a number of indoor activities and also a second team of intrepid joggers/walkers starting out to do their bit to raise money at 3pm.

The Henley team were involved in a range of activities too – from power walking around sunny Henley to Jazzercise and even sit-ups at the desk!

Other activities included staff and their families taking part in the 5k team swim challenge.



Our RPO Magnet team are co-ordinating a series of recruitment open evenings throughout the UK. Thanks to the on-going growth of the business, we have a range of key positions to fill including Store Managers, Sales Consultants and Kitchen Designers. The open evenings provide a great opportunity for candidates to meet with Magnet, find out about the company and the opportunities available. We had some excellent feedback from Magnet so far and the two events completed have enabled us to make offers to 10 excellent candidates.

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