

E- RECRUITMENT BEST PRACTICE SEMINAR

5 APRIL 2006

**AGENDA AND SUMMARY OF KEY
OUTCOMES**

AGENDA

Time	Activity
9.30	<i>Registration & coffee</i>
10.15	<i>Welcome & Introduction - David Worlock, Chairman, Industry Action Group, Digital Content Forum</i>
10.25	<i>Presentation - Shobhan Gajjar, Director, Total Jobs</i> <i>A brief perspective of the recruitment industry in 5 years time</i>
10.45	<i>Working Together – introduced by David Worlock</i>
12.00	<i>Lunch</i>
12.45	<i>Welcome back – Rachel Clark, Director, Broadcasting and Content, Department of Trade and Industry</i>
12.50	<i>Contracts – introduced by Keiran Ward, Director of Client Services, World Careers Network Plc.</i>

1.45	<i>Audience: Quantity, Quality and Diversity – introduced by Nigel Bicknell, Head of Commercial Development, Guardian Recruitment Solutions</i>
2.15	<i>Tea</i>
3.05	<i>Laying the Foundation for the Future</i>
3.50	<i>Sum Up and Next Steps – Rachel Clark</i>
4.00	<i>Close</i> <i>Refreshments will be available until 5.00 for informal networking</i>

Presentation: Recruitment Advertising and the Role of the Internet in 5 years from now

Assumptions

1. Regardless of whether the economy is strong or weak people will be looking for new jobs and employers will be looking for new staff. The people that employers are looking for will not necessarily be the same people who are looking for jobs.
2. Broadband penetration will continue and wireless networking will become more wide spread

3. The convergence of consumer electronics will continue – it will be standard for phones to be used as mobile web browsers and people will access the internet in a variety of different ways i.e. via their televisions, from portable handheld devices.
4. More new ways of accessing the web and communicating with people will exist in five years from now.
5. Recruitment managers will have more of an idea of what job seekers are doing. People who have not looked for a job recently are likely to be less aware of the changes in the ways in which people are looking for jobs

Some Predictions

1. Large and medium size employers will put all of their vacancies onto their own web-site, before advertising anywhere else.
2. Adverts will only be placed in other medium if they are not able to recruit suitable candidates via their own site.
3. Tracking systems to monitor the effectiveness of different advertising options will be far more widespread
4. Consolidator sites / vertical search engines (i.e. Google Base, Indeed, Oodle, Vast) will provide quick and effective searches of multiple job sites in a similar way to price checker sites.
5. Small employers will access consolidator sites via job boards or directly.
6. Large/medium size employers will move a large proportion of their advertising budget into promoting themselves as an “Employer of Choice” rather than just advertising to fill specific vacancies.
7. Employers will build and maintain their own “Talent Pools” of potential staff and will maintain contact via email, sms and other low cost medium.

8. Public sector employers will be starting to use common standards for the core information fields used when advertising jobs so that it is easier to build geographical based sites which contain brief details of vacancies in a town/city/county and which have links back to the source site. This will be useful in cases such as the current restructuring/ redundancies in the NHS or the closure of major sites such as Longbridge in April 2005.
9. Employer web-sites will link to “back-end systems” (i.e. applicant tracking, talent pools, short-listing)
10. There will be CV “Overkill”. Applicants want to apply for many jobs as quickly and as easily as possible. Employers only want a small number of the best-qualified people to actually apply for posts. Employers will be putting automated screening systems in that stop people who do not meet core requirements of the person specification from applying for a post. CVs will give way to post specific application forms – This will contain the core CV data (i.e. qualifications, work history, contact details) plus questions that are designed to draw out information about the candidate that shows how well they meet the criteria for the post.
11. Large/Public sector organisations will use telephone call centres to handle applications from those candidates who can't/won't use the internet, for harder to fill posts, rather than providing paper forms.
12. Applicants will expect to have regular feed-back / communication from employers. When you buy a book from Amazon you can track where your order is in the system – they will expect to do the same with their job application.
13. Data Protection. Job seekers will be more aware of their right to feed back under data protection regulations and systems for allowing candidates to read the notes being made about them by managers, interviewers etc will be starting to be common.
14. The remaining vacancy advertising on Jobs Boards and Newspapers will be for high turn over / lower skilled staff (i.e. office temps, drivers). There may be specialist niche sites dealing with very high level jobs – though these could still be going through head hunter organisations or national organisations.

15. The major Jobs Boards and Newspapers will be looking at new ways of taking advertising that enables employers to promote themselves generally as “employers of choice”.

16. The more advanced employers will be looking at using all/other areas of their marketing work to find ways of leveraging to their jobs sites, building their talent pools and generally promoting themselves as an employer of choice.

WORKING TOGETHER – FEEDBACK FROM TABLES

What would best practice look like?

Each table to discuss one theme from:

- **Integration with wider HR systems (total lifecycle – application to exit)**
- **Maximising potential to work with the whole media market**
- **Technical interoperability**
- **Government interoperability**
- **Dealing with advances in technology**

DATA INTEGRATION WITH WIDER HR SYSTEMS

- **Link/import data from recruitment/ATS to: (true source of application)**

HR systems

Payroll

Training

- **Track back**

Where do good performers come from?

- Vacancy management
Repost vacancies when they become vacant
Use MI data
- Need for standard data format
Able to progress as technology develops
Not limited to one supplier

Panel response

Clear idea of best practice but not sure how many people doing this
Maybe some linking thing that identifies people's skills. Talent pool across different departments.

MAXIMISING POTENTIAL TO WORK WITH WHOLE MEDIA MARKET

- The whole media market:
National press
Regional press
Trade/specialist mags
Jobs boards- horizontal and vertical. Public and private
Employer websites (e.g. Dotjobs)
Careers shows. fairs)
- Cross industry events- shared learning
- Working together effectively =
 - Private media owners expert at delivering audience
 - Public move towards talent spotting relationships

as opposed to ad hoc advertising

- An understanding of content
- Employers need to compete for staff, but the jobs boards need to evolve and change to serve markets
- Relevancy on searching – less wastage
- Transparency and proof
- Role of intermediaries

Ad agencies

Head-hunters

- Print is not dead yet

5 years more

Sectoral patchiness

- Need to educate the employers

Bespoke solutions/consultancy

Public sector/local authorities still archaic in measuring results

More choice for employers means risk can be spread

Job matching great for job seekers- but which brand!!!!

Panel response

Quantity vs quality of response DW

Think about this a lot (SG). If we can get 6 responses that are relevant and well qualified to do job – gives you enough choice.

How do you refine the choice of search you are using? Few organisations that are able to say where applicants came from.

Systems that allow you to see where people have got to in the process

Competition – recruiters being able to share their information across the board.

Lousy job in lousy company with lousy money in lousy area – what sort of applicant are you going to get?

Different skillset to writing an ad on the web. Pithier format.

TECHNICAL INTEROPERABILITY

- Seamless transactional process
 - Vacancy -----> payroll
 - Functions to capture talent pools
 - Fair/objective recruitment (e and D)
 - Human interaction
- Interviews
Pre/post employment checks
Induction
- Use different partners for different vacancies
 - Candidate experience –toleration
- Age
Social group
Type of work

Panel Response

About people at the end of the day. Technology is readily available. Don't hide behind technology and make it scapegoat. Graduates - 200,000 every year looking for jobs – job boards could offer -psychometric testing and information on which universities at, what sort of course, start building a database. i.e. managing the recruitment process in terms of identifying and attracting the applicant. Only data, just information.
CRB checks – who should check them (Employers or Job Boards?) EMPLOYERS.
Human touch – trying to get feedback

Big issues – employers putting jobs on our jobboards, candidates applying, no one even replying to acknowledge receipt of application.

GOVERNMENT INTEROPERABILITY

- Relationship building between public and private sectors
- Public sector informing private sector of processes
- Change culture- work together
- Public sector/private sector guidelines for job advertising

Panel Response

The idea of having a well-known place where you can talk to the public sector is a good one. Take long term view. Helpful for everyone. Different people have different views – need to be hammered out. As a supplier don't know who's going to win in the end.

DEALING WITH ADVANCES IN TECHNOLOGY

- Adviser, user, provider
 - How do you know what's out there?
- OGDs
Sharing info
Central point?
- Interoperability across piece
 - Aggregators in market place

- Is technology fit for purpose
- What is actually of benefit to us?
- Is technology mature? Or are we able to innovate?
- Fast moving environment
- Sustainable and adaptable
- Degree of integration within business – implications when changing/updating/removing
- Business case – cost/benefit analysis
- Cutting edge – now the norm
- One size DOESN'T fit all
- Efficiency savings vs. recruitment spend
- System to fit business as stands i.e. Customise the IT or change business processes to fit system
- Upgrades to systems and imports
- Cost of unwanted functionality
- COTs packages vs bespoke
- Getting people to use the system, either public or within organisation (getting the 'buy in')Resistance to use systems
- CS vacancies: step in the right direction
- HR management – not just recruiting (surplus management etc)
- Need to recognise that will still be manual intervention (someone will need to put in system)
- Data protection –archives, back up, change of system

Panel Response

Govt Best Practice team – such a good idea.

What's the next step?

Some sort of unifying force (DTI). Treasury also thinking about this. Cabinet Office long term plan is to get everyone on to Civil Service Gateway system.

CONTRACTS

Table discussion to cover:

- **Importance of flexibility**
 - **Creative aspects**
 - **Bespoke v off the shelf solutions**
 - **Maintenance**
 - **Updates**
 - **Service level agreements**
 - **Transferability**
 - **The tender process**
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- **What does success look like?**
 - **What can go wrong?**

WHAT DOES SUCCESS LOOK LIKE?

- Decide how you will measure success
- Both side must understand the needs and limitations from outset
- Clarity on pricing i.e. what's included (no hidden small print)
- Non exclusivity/get out clauses
- Regular reviews depending on scale of contract to assess success

- What does success involve?
- Procurement of IT systems delivering cost effective solutions and delivery of the right candidates/securing customer loyalty
- What is critical within your organisation?
- Achieving effective buy in from all those involved in preparing and developing the contracts
- Important to get full buy in from strategic management especially if a long term strategy is envisaged
- Need to evaluate fully all issues surrounding intellectual property e.g. copyright

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- Success- who for?
- Know what you want
- Flexibility
- Transferability of learning, development
- Clarity if staff change
- Well documented
- SLA has to be win win
- Mutual understanding – speaking same languages

WHAT CAN GO WRONG?

- Time consuming procurement
- Multiple departments involved
- No strategy/business plan
- Wrong people involved
- Financial year issues
- Rushing in
- Badly negotiated contracts
- Bad planning/review process
- Flexibility of negotiated contracts
- Service requirement changes
- Search facility on website
- Missing out key features or requirements in contract negotiation
- Contract length –too long/too short
- Contract termination – data issues

- Security – DPA
- Supplier dependence
- User buy in/manager buy in
- Pressure to go with one supplier
- Procurement versus operational view
- Jargon used
- Bad supplier relationships
- Vision versus actual experience
- M I requirements
- Training required

- Not knowing what you want
- Not meeting individual needs
- Not meeting legalisation
- Lack of comms
- Lack of guidance
- Lack of awareness
- Not meeting deadlines
- Cost of legal advice
- Cost of meeting legislative requirements

- Understanding between parties
- Procurement expertise both internal and external
- Consultation both stakeholders and suppliers
- Tension between flexibility and certainty
- Deliverables and evaluation

LAYING THE FOUNDATIONS FOR THE FUTURE

- What do you need to do to ensure you fulfil your vision of success and avoid the pitfalls?
- What is best practice in this context?
- How can government and the Private Sector best work together?

Come up with:

Quick wins

Creative ideas

Heroic solutions

Quick Wins	Creative Ideas	Heroic solutions
<ul style="list-style-type: none"> • More informal networking • Every 2-3 months • Contact details from today circulated • Better communications • Evaluate current practices 	<ul style="list-style-type: none"> • Government departments working together • Convened as an e recruitment group – virtual/face to face • Periodical forum public/private sector (case studies) • User evaluation 	<ul style="list-style-type: none"> • Government to adopt common open standards for receiving candidate data • Interoperability of govt systems • Portability of data- vacancies/talent pool • www.careers.civil-service.gov.uk • Central govt point for information • Govt wide candidate management

SUMMING UP- RACHEL CLARK

- New challenges
- Need to understand how differently the web works
- People under 30 only use web to find out information
- Working together – sharing knowledge and expertise which are the good systems
- Clear idea of what best practice is, but we're not there yet in reality

- Pace of change is unbelievably fast- how do we keep abreast of it
- Human face still important- interactions need to continue
- Contracts – dialogue and communication essential
- Clarity of objectives and long term planning
- Flexibility
- Make sure we take ‘lessons learnt’ seriously –how do we record this? Share this?
- Debate around attracting quality/quantity of audience
- Not forgetting passive job seekers
- Maybe we should develop our own tools for measurement
- Still need a mix of media to ensure diversity